

3-2005

## 2005 Initial Market Survey

The Nonprofit Institute, University of San Diego

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## CASE STATEMENT

### UNIVERSITY OF SAN DIEGO CENTER FOR APPLIED NONPROFIT RESEARCH *Bridging Scientific Inquiry and Practice*

#### I. The Nonprofit Sector: A Major Economic Engine

Historically the nonprofit sector has been prized for its impact on the quality of life in our nation; now it is also highly regarded for the vital role it plays in our economy. There are more than 1.8 million nonprofit corporations in the United States today – a number that increases by 60,000 new organizations each year. The sector employs 11 million people (8 percent of the domestic workforce), and generates \$1 trillion in annual revenues – an amount greater than the gross domestic product of all but six foreign countries. Collectively US nonprofit corporations hold \$2 trillion in assets.<sup>1</sup>

Mirroring those statistics, San Diego County houses more than 8,000 nonprofits that collectively employ 92,000 individuals. The combined annual income of these organizations is in excess of \$10 billion and their assets near \$8 billion.<sup>2</sup>

Yet, for all its collective might, third sector organizations are not fully equipped with the information and resources they need to meet the special challenges of the sector – challenges that are inherent in the constantly changing public policy and funding climates in which nonprofits operate. For nonprofits working in resource-scarce low-income communities, the challenges are further exacerbated. *To ensure they meet their missions, serve the real needs of constituents, provide high quality services, operate efficiently, and respond appropriately to donors, nonprofits require targeted information to help them:*

- Assess the changing nature of their communities and constituencies
- Understand why particular program models work more effectively than others
- Measure and account for their results
- Comply with increasing regulation and accountability measures
- Interpret important trends and analyze public policy implications
- Effectively utilize data to develop new strategies for their programs and operations
- Share information and resources with one another

<sup>1</sup> All figures attributed Michael O'Neill, from remarks to the University of San Diego Community Symposium, January 2004. Countries with higher GDP include Japan, Germany, the United Kingdom, France, Italy, and China.

<sup>2</sup> IRS figures compiled by the USD Center for Nonprofit Research

The creation of the Center for Applied Nonprofit Research provides San Diego County with an organization that is able to offer resources and products that are both scientifically valid and have direct applicability to the third sector. Once full funding is secured, the Center will offer access to and analysis of various types of nonprofit data, conduct research on the sector, analyze funding, public policy and environmental trends affecting nonprofit corporations, and provide program evaluation to nonprofit organizations. It will continue to convene regular symposia with practitioners in order to discuss its findings within the context of the local sector, the region and national sector.

Overall, the Center will be instrumental in propagating a culture of nonprofit excellence throughout the region delivering its products and services to all nonprofits, regardless of their ability to pay, as a means to ensuring the community benefit of this work is widespread.

Like other academic centers, the connection of this resource to a major university will allow the Center to bridge the gap between knowledge and practice as an impartial and trustworthy partner. In addition to the other well-known benefits of University-based academic centers – faculty that are familiar with current literature and ongoing research, access to multi-disciplinary expertise, and the availability of students to conduct research – what makes this Center unique is:

- Its connection to an established master's degree program and emerging doctoral program in Nonprofit Leadership & Management (NLM).
- A track record of inclusion of individuals and organizations who represent and work in communities of color and low-income communities throughout San Diego. To date, 50 percent of our graduate student alumni and 46 percent of our enrolled master's students are people of color; our affordably-priced community symposia and other educational events attract diverse participation from people working throughout San Diego's nonprofit community, and many of our applied projects are conducted on a pro-bono basis for nonprofits working in lower-income communities.
- A commitment by the Dean of the School of Leadership & Education Sciences (formerly School of Education) for direct involvement in the Center's development and oversight. The dean has already provided in-kind contributions of space and equipment for the Center and serves on its Advisory Board.
- A recognition by the President and the Trustees of USD as to the interconnection between the work of the Center and the social justice mission of the University. The President and Trustees are enthusiastic supporters of the NLM, lauding its impact on the nonprofit community as a whole, and recognizing the critical and active role it plays connecting USD with low-income communities and communities of color.
- The lack of a similar center in the region.

Our link to the NLM is critically important to the Center. The NLM is a multi-disciplinary graduate program launched in September 2002 in cooperation with USD's Schools of Leadership & Education Sciences, Business, and Law. NLM has trained 85 mid- and senior-level nonprofit executives through its graduate program while providing direct project assistance to local nonprofit corporations. These services have included capital campaign feasibility studies, strategic plans, revised personnel policy manuals and by-laws, information technology plans, related business plans and so forth. We have worked hard and succeeded in ensuring our students represent the full spectrum of age, race, religious and ethnic diversity reflective of the broader San Diego Community. The program has also provided training sessions for hundreds of nonprofit board members and community leaders serving organizations in every San Diego locale. The impact of USD's NLM program has been felt throughout San Diego's nonprofit sector and seeded a culture where practitioners are asking the university to do more.

Our work to create the Center is well underway with project and operating grants, research and an established partnership with the University of San Francisco's Institute for Nonprofit Organization Management. Our

immediate goal is to secure additional funding which will enable us to hire a director to build and oversee our operations. This case statement describes the rationale for the Center including market research, a description of research efforts underway, proposed operating structure and funding needs.

## **II. Confirming a Hunch: Documenting the Need for a Research Center**

During a three-month period from July 2004 to September 2004 the USD NLM conducted an environmental scan using secondary research and interviews to determine the extent to which San Diego nonprofits have access to research and services such as accurate information on the sector in our region, data pertinent to both the sector and the work of their organization's and program evaluation services. Our research question was straightforward: Are there adequate local resources of this type to meet the needs of the sector? We were also interested in learning whether stakeholders would want the type of applied research center we envisioned, and if so, what services they would hope to receive from such a center. Twenty-nine prominent individuals affiliated with the greater San Diego nonprofit sector were interviewed; including nonprofit managers, board members, funders, volunteers, donors, researchers, academics, and public officials. Collectively they told us:

- There are few competent nonprofit researchers and program evaluators in San Diego County
- The cost of the existing services is high and the caliber of the work is mediocre
- There is no academic center in San Diego or the region designed specifically to train doctoral students in research and program evaluation techniques pertaining to the nonprofit sector.
- They believed that using doctoral students in research and evaluation projects for local nonprofit corporations would be cost effective and productive for the client organizations
- The formation of such a center at USD would be welcome and considered to be a valuable contribution to the sector

*"There are so many nonprofit organizations that are looking for credible and unbiased evaluators."*

*"There is not enough competition for work and it affects the quality."*

*"We went through a rather involved logic model/evaluation process with an outside company. We spent quite a lot of time and ended up with a product that never translated into anything practical."*

To verify and expand upon these initial findings, USD proceeded with an anonymous market survey of every nonprofit in the county with revenues of \$125,000 and greater. Survey results underscored what we learned previously and elaborated on additional themes. In particular we discovered an enormous potential market for evaluation services – nonprofits have the resources to pay for program evaluation yet are dissatisfied with the quality of the services they have received to date.

We learned that:

- 74 percent of respondent organizations had performed a program evaluation during the last three years
- 51 percent of respondents hired an independent consultant (firm or academic institution) to perform that service
- 57 percent of respondents paid for the evaluation; 24 percent spent more than \$10,000; 9 percent spent between \$25,000 and \$100,000
- 35 percent received specialized funding to pay for evaluation services
- 70 percent rated the quality of the services they received as "average"; 11 percent rated the quality as "below average" or "inadequate"
- 26 percent of respondents had yet to perform a program evaluation – evidencing a further potential market.

In addition we discovered:

- 78 percent of respondents stated they would use a library of “best practices” to improve their by-laws, employee manuals, volunteer manuals, information technology plans and similar types of documents.
- 74 percent of respondents wanted access to various types of data that could easily be provided by a university-based research center.

*"We need reliable data to help us tell our story."*

*"Nobody is training doctoral level students in this work."*

*"No one is in this business – USD should move forward with it."*

### **III. From Data to Reality: Moving Forward to Meet the Needs**

Throughout the data gathering process, an eight-member Advisory Board was assembled representing senior-level practitioners from the fields of education, philanthropy, economics, business, and nonprofit research. This team has guided the conceptualization and development of the USD Center for Applied Nonprofit Research.

Input from our Advisory Board coupled with the aforementioned market research led us to define the Center as a laboratory examining issues of strategic importance to the nonprofit sector that will benefit the public throughout the region. Our objective is to enrich the nonprofit community and those who care about it, by analyzing public policies and trends that affect the local and national sectors, and publishing and disseminating the results of reports on characteristics of the local and national nonprofit sector. Using skilled doctoral students and their faculty, the Center will provide research, consulting, and evaluation services to nonprofit organizations regardless of their ability to pay. The Center will be a nexus of community engagement for nonprofits working in a variety of sub-sectors and in all socio-economic communities. We plan to hold at least one symposium annually to showcase the Center’s work and to devise additional ways for increasing the dialogue among practitioners in order to broaden capacity building among the participants. This type of active exchange already exists among our student body and alumni who together would form the core of what we envision as an expanded practice network.

Three research projects are already underway and include:

#### **1. Assessing the Economic Impact of the Nonprofit Sector on San Diego’s Economy**

In conjunction with the San Diego Regional Chamber of Commerce, the Center will describe the contributions of the San Diego nonprofit sector to the local economy. This report will provide data on the relative size and composition of the sector, and statistics on revenue, expenses, wages, employment, and rates of growth over time. The report will also quantify the economic contribution of volunteer. The report will be announced in print media and community forums.

#### **2. A Report on Executive Transition in San Diego**

Recent national studies of executives in the nonprofit field have indicated that the sector will soon be facing a massive transition in leadership. In this study the Center seeks to define and understand the challenges posed by executive transition, and how they pertain specifically to San Diego. Particular focus will be placed on the number of San Diego nonprofit executives who plan to retire or leave their positions within the next 5 years.

#### **3. Mapping the Scope of the Sector in San Diego**

Building on our initial economic impact study, the Center will work in partnership with the University of San Francisco's Institute for Nonprofit Organization Management to create a model of the sector that illustrates the characteristics of the sector in San Diego County. Components will include:

- Number of nonprofits and services provided
- Location and density of San Diego's nonprofit organizations
- Measure and quantify volunteer time and dollar value
- Nonprofit revenues and trends
- Overall economic impact of the sector including employment and wages

The report will utilize GIS mapping techniques to provide a visual diagram of the sector. The report will be updated annually and will be available jointly on the Center's and USF's website.

#### **IV. Seeding The Success**

During its short tenure, the Nonprofit Leadership & Management Program has made a significant impact on the local sector as evidenced by four independent program assessments conducted by R. Sam Larson, Ph.D. Dr. Larson, an Ohio University professor and noted expert on graduate nonprofit degree programs, is following three cohorts of our students over a four year period. Her work shows steady and statistically significant increases in the reputation of our graduate program as evidenced by increased interest and enrollment. Her examination of graduates shows that two-thirds describe "important changes in their work lives" which include receiving an increase in income; promotions within the same organization; or employment in a new organization where the new position is a promotion.

Dr. Larson also reports that graduates apply the knowledge and skills gained in their studies on a very regular basis with two-thirds reporting using this knowledge daily. Not surprisingly, students report feeling more confident in their work as nonprofit practitioners. We are also delighted to report that our alumni meet regularly and have a 99 percent rate of giving to the program's scholarship fund.

Equally important is the potential reach of our program on a national scale. This importance lies in the future relationship between the NLM program and the Center itself. Structurally the NLM Program is housed within USD's School of Leadership & Education Sciences, which gives us the competitive advantage of being able to build upon an existing Ph.D. program in Leadership Studies to create a new doctoral emphasis in nonprofit management.

Five students are already enrolled in this program while it is still in the developing stages. Once the Center is fully operational, USD will be among a handful of universities in the country to offer a master's program, doctoral program and research center in one location. We believe we can create a new model for research centers – one that fully integrates research with the real and immediate needs of nonprofit corporations as a vehicle for strengthening the capacity of the sector.

When fully operational, the Center will be staffed by a Director, three half time doctoral research assistants and a database manager. We anticipate several faculty members from the School of Leadership and Education Sciences will lead student projects and conduct individual research through the Center. After a three-year initial start-up phase, the Center is expected to be fully self-sustaining through a combination of grants and contracts. In addition, we expect to undertake several pro-bono projects per year on behalf of nonprofits working in low-income communities that are unable to pay for services provided by the Center.

At this early stage we have raised seed capital to support our initial research projects and to underwrite others in the future. Additionally, the University has contributed \$45,000 to cover the cost of our doctoral research assistant, allocated office space and is covering all overhead costs. We need \$1 million in funding to seed and underwrite our operation over the long term. Grants and contracts received over and above this amount will allow us to attract top quality Ph.D. candidates whose research and evaluation work will underwrite their graduate studies, contribute to the fiscal bottom line of the Center itself, and provide valuable work products for nonprofit corporations in San Diego and across the nation. Outside funding in the earlier years will be especially important to ensuring the Center has the ability to provide the complete menu of its services to nonprofit organizations regardless of their ability to pay.

## **V. Ultimately, What Difference Does it Make?**

Historically, nonprofits in the United States have received 30 percent of their operating budgets from governmental sources. As fiscal budgets tighten on the local, state and national levels this figure is likely to diminish leaving nonprofits with no choice but to search for new ways of raising funds or of accomplishing their work more efficiently. The Center for Applied Nonprofit Research can help lead the way by literally mapping the sector to promote collaboration among organizations and to discourage replication of services, by documenting the most effective ways of providing various types of programs and services so that funders can target their resources more strategically, by sharing best practice materials with all types of practitioners – both locally and nationally, by convening symposia which will promulgate new ideas, and by training practitioners and evaluators who can fill a void in expertise. Our objective is to create a Center that is of true community benefit such that organizations working in disenfranchised communities can more fully develop as a result of their partnership with USD and by associating with other nonprofits through our expanded practice network.

Donors often ask, “Where should I give in order for my contribution to make the greatest impact possible?” By contributing to the Center for Applied Nonprofit Research, donors have the opportunity to make a strategic investment that will impact a wide variety of important nonprofit causes.

- **A \$1 million dollar gift would name the Center, branding the Center’s research products, studies, symposia, and faculty with our donor’s name.**

What a wonderful way of ensuring that nonprofit organizations in San Diego and across the nation receive the quality information and data they need to best serve the public.

For more information please contact: Pat Libby, Director, USD Nonprofit Leadership & Management Program, 5998 Alcala Park, San Diego, CA 92110. (619) 282-8875 or [plibby@sandiego.edu](mailto:plibby@sandiego.edu)

## Advisory Board USD Center for Applied Nonprofit Research

### **Ruth Westreich, Board Member, Foundation for Women & Westreich Family Foundation, Chair, Advisory Board**

Ruth Westreich, trained as an artist and designer, is a talented mixed-media artist working in oils, watercolors and glass. Her love for giving back began some forty plus years ago when she was given a life altering gift by a humanitarian who requested that he not receive pay back, but rather that she pay it forward. Since that day, paying it forward has become part of her cellular makeup. She has always freely shared what she has in terms of her time and commitment to women and children at risk and literacy and education. She devotes countless hours working in the trenches with women and children. She has held many board positions helping to move organizations forward and when she could, she gave money.

Her commitment to the health and growth of the non-profit in San Diego is unwavering. The newly funded Westreich Foundation, of which Ruth is the president, is having a deep and wide impact in the San Diego nonprofit community. The focus of the foundation is education, literacy, women and children at risk and integrated health and wellness management. The Westreichs also generously supports the Scripps Center for Integrated Medicine where Ruth is a board member, UCSD Cardiac Unit and the John's Hopkins Otolaryngology unit in Baltimore, MD. And on top of all this Ruth is passionately helping to strengthen the entire nonprofit sector in San Diego by being instrumental in the development of the USD Center for Applied Nonprofit Research where Ruth serves as Chair of the Board. The Westreich Foundation recently provided endowment funding for the first tenured track professor to oversee the center. Ruth has also been heavily involved as an initial supporter of the USD Nonprofit Leadership and Management master's and doctoral program. She is working tirelessly to be a vital force in strengthening the entire non-profit sector in San Diego, helping to establish best practices for non-profits, making clear the differences and obstacles between large non-profits, medium size non-profits and those all volunteer non-profits which are so vital to services San Diego.

Ruth Westreich also has over thirty years experience as a Creative Marketing Communications Director and Strategic Marketing Director in both the corporate and non-profit sectors. Her contagious enthusiasm and tireless focus helps individuals and groups get unstuck. It was Ruth's vision that created The 9th Element Group, [www.9thelementgroup.com](http://www.9thelementgroup.com) bringing together visionary thinkers together for individual and business transformation. Their new business book, *The Art of Original Thinking – The Making of a Thought Leader* is just off the presses ([www.9thelementgroup.com](http://www.9thelementgroup.com)). It shows businesses that by adhering to the triple-bottom line method of accounting they can increase profits, create loyal employees and increase employee retention and start making peace with our over-burdened planet. When asked what she does, she calls herself a connector. She connects people to people and people to causes. She believes that the sharing of information, data and resources is key to the health of the non-profit sector.

For a moving description of Ruth's path to philanthropy check out this clip on the Foundation for Women website: <http://www.foundationforwomen.org/stories/PaintItForward.html>

### **Paula A. Cordeiro, Ed.D., Dean, USD School of Leadership and Education Sciences**

Dr. Paula A. Cordeiro has been Dean of the School of Leadership and Education Sciences at USD since July 1998. Dean Cordeiro came from the University of Connecticut where she was the Coordinator of the Masters and Doctoral Programs in Educational Leadership.



Dr. Cordeiro is a former school principal and superintendent in International Schools in Venezuela and Spain. She is past President of the University Council of Educational Administration, an international organization whose members include research institutions offering the doctorate in school leadership. Dr. Cordeiro recently completed the second edition of her third book for school leaders, *Educational Leadership: A Problem-Based Approach*. Dr. Cordeiro has published numerous articles in journals such as the *Journal of School Leadership*, the *Journal of Qualitative Studies in Education*, *Qualitative Inquiry*, and the *College Students Journal*. She currently serves on the editorial boards of the *Journal of Law and Education*, the *Journal of Hispanic Higher Education*, *Educational Administration Quarterly* and the *American Educational Research Journal*. Dr. Cordeiro's research is in the areas of adult learning, school leadership and cross-cultural leadership. Under Dean Cordeiro's leadership, the School of Education created the Educational Leadership Development Academy (ELDA) in collaboration with San Diego City Schools. She is past President of the San Diego Council on Literacy, a founding member of the Academy of International School Heads, and Chair of the San Diego Arts in Education partnership. In January 2003, she was selected by San Diego Magazine as one of the "50 People to Watch in 2003."

### **Robert Donmoyer, Ph.D., Professor, University of San Diego**

Dr. Donmoyer has served as a consultant and evaluator for a number of foundations including the Rockefeller Foundation, the Rockefeller Brothers Fund, the Getty Center for Arts and Education, the Ball Foundation, and KnowledgeWorks Foundation. For the latter organization, he recently completed a multi-year study of a foundation-supported community engagement initiative in Cincinnati schools led by the Children's Defense Fund of Cincinnati. Dr. Donmoyer also has extensive experience within the policy community. His research has focused on the use of research and evaluation results in the policymaking process. He received his Ph.D. from Stanford University in Education and is currently a full professor of Leadership Studies at USD.

### **Ephraim Feig, Ph.D., Director of Engineering, Motorola Corporation**

Prior to joining Motorola, Dr. Feig was employed at Kintera from 2000-2006 and IBM from 1980 until 2000, where he most recently held the positions of Program Director of Emerging Technologies in the Research Division and Program Director of Media Platforms in the Internet Division. He was elected Fellow of the Institute of Electrical and Electronics Engineers for his technical contributions in the field of signal processing. He holds 22 U.S. patents, has over 20 patent applications pending, and has published more than 100 technical articles in journals and conference proceedings. He is an executive member of the IEEE Computer Society's Technical Committee on Service Computing, an Associate Editor of the *International Journal of Web Services Research*, and a Trustee of the ePhilanthropy Foundation. He is a member of numerous advisory boards and councils- the Digital Media Technology R&D Institute of Tsinghua University, Beijing, China; the Institute for Software Design and Development (CISDD) at the City University of New York; the Center for Applied Nonprofit Research at the University of San Diego; and Teams In Engineering Service (TIES) at the University of California, San Diego. He has served as an adjunct professor at seven colleges and universities, including Columbia University, The City College of New York and New York Polytechnic Institute. Dr. Feig holds a Bachelor's from The City College of New York and received his Ph.D. in Mathematics from the Graduate Center of the City University of New York.

### **Paul Nierman, Board member, Jewish Community Foundation of San Diego; Immediate Past President, Reuben H. Fleet Science Center**

Mr. Nierman retired after a career in information systems. Most recently he served as team leader for Mercy Hospital/ScrippsHealth, responsible for the Clinical Information System. Previously, Mr. Nierman was Assistant Vice President Information Systems at San Diego Trust and Savings Bank where he was responsible for deposit

systems. Mr. Nierman holds an MBA degree in Finance and Information Systems from Northwestern University's Kellogg Graduate School of Management and a Bachelor's in Physics from Knox College, Galesburg, Illinois.

He currently serves on the board of the Jewish Community Foundation in San Diego, and is past President of the board of the Reuben H. Fleet Science Center in San Diego's Balboa Park. Mr. Nierman also serves as the co-chair of the Outreach Committee for the United Jewish Federation in San Diego. He is on the board of the Nierman Foundation. Mr. Nierman's grandfather started the Nierman Foundation over 40 years ago and 4 generations of the family have been involved.

### **Ruth Lyn Riedel, Ph.D., President and CEO, Alliance Healthcare Foundation**

Dr. Riedel is the founding President and Chief Executive Officer and a trustee of the Alliance Healthcare Foundation. The Alliance seeks to improve access to health care for San Diego's under-served through grantmaking, advocacy and public education. Prior to joining the Alliance, Riedel was president of Evaluation Research Associates Ltd., her own consulting firm, managing program development and grantmaking for nonprofits such as the Community Foundation of Santa Clara County, the Henry J. Kaiser Family Foundation and the San Diego Community Healthcare Alliance. She served as a deputy director of Community Programs for Affordable Health Care, a national program funded by the Robert Wood Johnson Foundation. She held faculty positions at Yale University and the University of Washington in Seattle. Riedel received her Bachelor's from Northwestern University, her Master's from the University of Chicago, and did doctoral work in organization and management at Yale University. In 1985, she was awarded an Edwin L. Crosby Fellowship from the Hospital Research and Education Trust of the current American Hospital Association.

### **Joan Zinser, Director of the Regional Program Support/Strategy and Planning Division for the County of San Diego Health and Human Services Agency**

Since October 1999, Ms. Zinser has overseen agency strategic planning, performance measurement, special projects, legislative affairs, communications/media, and the commissions on Children, Youth and Families, and Prop 10 for the County's Health and Human Service Agency – an organization that provides health and social services to the County's 2.8 million residents directly or through contracted services. The Agency administers a \$1.2 billion annual budget and has close to 6,000 employees. Prior to this position, she directed the County's welfare reform efforts and served as Deputy Director for all public assistance and employment programs. Her 30 years of social service experience is extensive including public assistance, child welfare, and point person on welfare to work efforts since the early 80's.

In addition, her contributions to the public sector have been acknowledged through numerous awards, most recently, special recognition, Public Administrator of the Year by the American Society of Public Administrators (ASPA). A native San Diegan, Ms. Zinser holds a Master's in Public Administration, and a Bachelor's in Psychology from San Diego State University.

## **STAFF**

### **Linda Kato, Ph.D., Director, USD Center for Applied Nonprofit Research**

Dr. Linda Kato is a Religious of the Sacred Heart of the U.S. Province. As a Research Associate at MDRC's New York office, she has conducted and coordinated the field research for the Job-Plus Community Revitalization Initiative, the California Works for Better Health Initiative, the Camden Regional Equity Demonstration, and the Work Advancement Support Centers Demonstration. Her publications at MDRC include *A New Approach to Low-Wage Workers and Employers: Launching the Work Advancement and Support Center Demonstration* (2006); *Participating In A Place-Based Employment Initiative: Lessons from the Jobs-Plus Demonstration in Public Housing* (2003); *The Special Challenges of Offering Employment Programs in Culturally Diverse Communities: The Jobs-Plus Experience in Public Housing Developments* (2002), and *Building New Partnerships For Employment: Collaboration Among Agencies and Public Housing Residents in the Jobs-Plus Demonstration* (2001). Prior to joining MDRC, Dr. Kato completed her studies for a Ph.D. in Political Science at the Massachusetts Institute of Technology in Cambridge, Massachusetts. Her doctoral research thesis examined the nationwide effort to replicate the Center for Employment Training (CET) model for preparing adults in poverty for employment, and develop program assessment methods designed to identify and diffuse CET's capacity to learn and respond flexibly to client and employer needs. Dr. Kato has taught social work graduate students at Boston College to conduct social policy analysis, and has also worked for many years in secondary education teaching Asian Pacific Rim and religious studies as well as organizing service learning programs. She has also been involved in community-based, popular education to teach literacy and worker's rights to migrant laborers in the rural United States and to factory workers overseas in Mexico and Indonesia. Dr. Kato also holds a Master of Arts Degree in Theology and a Bachelor of Science Degree in Experimental Psychology from the University of San Francisco in California. Dr. Kato will begin working for the Center on September 1, 2006.

### **Pat Libby, Director, USD Nonprofit Leadership & Management Program**

Pat Libby developed, directs and is a professor in USD's Nonprofit Leadership and Management Program. She has worked as a CEO, board member, and consultant to nonprofits for more than 25 years, specializing in community economic development. Her last executive management position was as CEO of the Massachusetts Association of Community Development Corporations which she developed into a nationally recognized organization responsible for leveraging millions of dollars in private and public investment for CDC's. In addition, she taught Nonprofit Management for eight years at the Massachusetts Institute of Technology (M.I.T.), and was a lecturer at San Diego State University where she taught courses in both Nonprofit Management and Business Ethics. Her consulting work is principally in the area of organizational development, strategic planning, and evaluation. She holds a Master's degree in Urban Planning from M.I.T.

### **Laura Deitrick, Doctoral Research Assistant, USD Center for Applied Nonprofit Research**

Prior to entering the doctoral program in Leadership Studies, Mrs. Deitrick completed her Master's degree in Nonprofit Leadership & Management at USD while working as the full time Executive Director of the Coronado Schools Foundation – a position she held for six years. She remains involved as a consultant to nonprofits affiliated with public schools. She currently serves on an oversight committee for the Coronado Unified School District, and is a past committee member of both the CUSD budget and strategic planning committees. As Doctoral Research Assistant, she is working on several projects pertaining to the development of the Center for Applied Nonprofit Research. Mrs. Deitrick holds a Bachelor's degree in Economics from San Diego State University.