

Lessons from the

White House

Former Commerce Secretary Bill Daley addresses SPS. Page 2.

A call for all to get involved

Former Commerce Secretary Daley tells SPS students: This country is ‘yours’

School of Public Service

Former U.S. Commerce Secretary [Bill Daley](#) implored those who came to hear him speak to get involved in politics and government.

It doesn't matter whether it's at the local, state and national level, he said.

Just get involved.

“And consider getting onto a school board, a village council. Something,” he said. “You’re going to own this country pretty soon.”

Daley made his comments Oct. 30 before a packed conference room of students, staff, faculty, administrators and more at DePaul University’s [School of Public Service](#). He did so as the guest speaker at the school’s 23rd H. Woods Bowman Annual Lecture.

School of Public Service Director [Robert Stokes](#) said Daley — a giant of sorts in Washington, D.C., politics and government for about 20 years beginning in the early 1990s — embodies the DePaul ethos of service, just as [the late Woods Bowman](#) did. Bowman, the annual event’s namesake, taught at the School of Public Service from 1995 through his 2012 retirement. He served as professor emeritus until his death from a car crash in 2015.

In comments before Daley spoke, Stokes emphasized “our hopeful ethos as a school” as “being a technically competent problem solver with a deep commitment to public service and social justice.”

The former Commerce Secretary largely echoed that sentiment — emphasizing, for example, the government’s role in helping the poor. He also bemoaned businesses’ too-



DePaul University

Former Commerce Secretary Bill Daley kept the crowd attentive and often in laughter as he shared anecdotes about his days in the Clinton and Obama administrations.

often-failed responsibility in standing by their workers through retirement.

Daley, son of legendary Chicago Mayor Richard J. Daley and younger brother of former Chicago Mayor Richard M. Daley, pointed out that he has been around politics and government his entire life. He also has a long background in banking and finance, previously as an executive at J.P. Morgan Chase and now as a managing partner at hedge fund Argentiere Capital.

In 1993, Daley made it to the White House, serving President Bill Clinton as chair of a task force on the [North American Free Trade Agreement](#). Clinton later appointed Daley as

Commerce Secretary, a position he held for three years until 2000. He then took on the chairmanship of Al Gore’s 2000 presidential campaign, which culminated in a historic recount and [Supreme Court decision](#) and George W. Bush’s victory.

He became President Barack Obama’s chief of staff in 2011 and served one year. In 2014, he briefly ran for governor of Illinois before deciding, he said, that the job wouldn’t be right for him.

“It really wasn’t me,” Daley told the School of Public Service gathering during a question-and-answer session. “Deep down, I knew that wasn’t me, but I wanted it to be.”

With that, he told students that when they’re embarking on life-changing decisions, “Know yourself. When you make that big decision, have a sense that’s really you.”

Daley kept the crowd attentive and often in laughter as he shared anecdotes about his days in the Clinton and Obama administrations — and as he tried to toe a tactful and not-too-partisan line about the national political climate. He generally avoided direct references to President Donald Trump, for example. He instead emphasized the mood of the masses and the policy and approach of U.S. leadership.

“This is kind of a bad time right now in our politics and people’s respect for people in government,” he said.

“That will change. There’s an election going on seemingly every hour in this country. Whatever side of the political isle you may be on, I encourage you to look for the opportunities ... to get them out.”



DePaul University

SPS Director Robert Stokes shares thoughts on Bill Daley, the late Woods Bowman and the School of Public Service.

H. WOODS BOWMAN ANNUAL LECTURE

SPS students enthusiastically peppered Daley with smart questions, including about Clinton, Obama, net neutrality, a possible U.S. shift back to the political center, the concept of power, Chicago's challenges, the nonprofit industry, the governor's race and future of Illinois, the best advice he'd ever received, and why he got involved in politics.

In his address and in his responses to those questions, Daley addressed a range of topics, including (edited for space):

The U.S. and globalization: "We're in a very different period, I think, economically and militarily. So I think the next number of years is going to be extremely challenging for those who are in government and for those who are in politics. We've got a long way to go to try to right the ship. But I believe that long-term, the United States will continue to be the preeminent power in many ways. It may not always be the most important economic engine of the world as it has been, for (doing) good.

"So many people around the world have been taken out of poverty by globalization. Yes, people have been negatively impacted. But when you look at parts of the world that 25 years ago were basically shut out and extremely poor with very little opportunity, that's changing. So that's a good thing."

NAFTA: "Should it be updated? Yes. Is it perfect? No. But, remember, Mexico was basically a third-world country 25 years ago. We were the most developed country in the world. Bill Clinton really did believe that this was part of opening our economy, growing the economy, sending a message to the rest of the world that the United States would deal with its neighbor who was basically a third-world country and bring them up in many ways.

The art of negotiation: "One's got to win, one's got to lose. ... Well, that's really not the way you can go about [negotiating with](#)



DePaul University

School of Public Service Associate Professor Nick Kachiroubas introduces Bill Daley at SPS's 23rd H. Woods Bowman annual lecture.

[countries](#). This perception that the United States has got to win, that might work in the real estate world, but it doesn't work in the political world. It's too simplistic. If it's going to be 'I win, you lose,' then there are going to have other countries that start that attitude, and it's going to be a race to the bottom."

The political climate and society: "Politics has become a really tough game. I've been around it my whole life, and I've never seen anything like it. Oftentimes, you can say, 'Why is politics so dirty and so tough. Why is so nasty?'"

"And I've felt for a long time that it may be more reflective of who we are as a society. We're pretty crass much of the time. Television, the way they talk to each other, they way they treat each other. It's sort of this crassness of society. Maybe they're more reflective of who we're becoming as a society."

President Bill Clinton: "He was very charismatic. He was one of the most curious people I've ever met. He could talk about basketball, football, college football. He could tell you stats. He was unbelievably smart. He was always carrying a book. He was always reading books, and he was unbelievably curious. To me, that's the most important trait in a world

leader. When he spoke, he brought people into the discussion. He could just connect."

President Barack Obama: "He pulled off, next to Donald Trump, probably the most unbelievable political thing in American history. For an African-American man to pull this off, not having been in the system for long, was truly remarkable. (He had) a very good sense of the sort of change going on. This was this fresh, young, no-baggage ... and incredibly charismatic (presidential candidate). He was more of an introvert than Clinton. Clinton liked the sort of game. Obama didn't. Obama didn't have the craving for acceptance that most politicians have."

The non-profit industry: Daley urged consolidation. He serves on the executive committee of the [Chicago Community Trust](#), a foundation that says it aims to improve the quality of life and prosperity for residents throughout the region. Daley said the foundation has noticed that "people now, people with money, they can pick and go give (for example) to the 'Save the Coral Reefs in Fiji.'" "So this direct ability to invest and spend money on things that are very important to you personally has in many ways changed the not-for-profit space. I think the not-for-profits should be much be much

more impressive on the politicians and the government on (helping) those who have the most need. It's outrageous to expect foundations to pick up the slack. People are really suffering.

"Trying to find a streamline, to consolidate, so that you have some power by size is really important. The ease of people giving on their own, not through an organization, has created a problem because there's so much out there to distract people."

State finances, pensions and retirement: "It's this massive [pension obligation](#) that goes back many years that is an anchor around the neck of government, state and city. I get both sides.

There's a certain fairness: 'You made this promise. We work. When we retire, we get the money.'"

"I think one of the biggest negatives of the last 40 years in our country has been the quiet shift of responsibility of retirement from the employer to the employee, with basically no obligation on the employer other than to pay you when you work for me. When you leave here, you've been here 35 years, you're gone. The same people who wanted that system changed (say), 'We can't raise Social Security. It's costing us too much.'

"Who's supposed to help people in retirement? We say that health care is a right. Well, shouldn't you have some right in retirement, later in life, to get some help?"

On taking the advice to become Al Gore's campaign chairman: "I really thought it was going to be a consequential election. It was. I was part of something."

A closing comment to the School of Public Service: "Congratulations on all that you've done to this point, and please don't lose the energy and the drive and the interest to try to make this a better city and state and country, because it's yours."

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Where's the beef?

NASPAA's seal of approval proves that you'll find plenty of it in SPS programs

By Tom Benedetto

School of Public Service

Let's be honest: We don't give accreditation much thought. We know that it's considered important, often essential, in getting jobs.

But what else do we know about it?

Choosing an accredited college program is like ordering a cheeseburger made from 100 percent USDA Choice beef. We have no idea what goes into that label, but we're pretty sure it's a good thing. We like the assurance that we've spent our money wisely and won't regret it later.

So, what is NASPAA and why does accreditation matter?

First things first: If you're in a public service program, NASPAA hails as the king of accreditation. It's The Whopper. The acronym stands for the [Network of Schools of Public Policy, Affairs, and Administration](#). It boasts almost 300 members, including 15 outside the U.S.

The organization's mission aims "to ensure excellence in education and training for public service and to promote the ideal of public service." In other words, it makes sure the meat of your program is Grade A, regardless of whether we students are grading A.

It all comes down to jobs, particularly in government and nonprofit institutions — though some students in public service, public policy and public administration disciplines land good jobs in the private sector. Employers want assurance that a college program's staff, faculty, leadership, programs, curriculum and more — you might say its menu — remain stocked with nutrition.

Hear it from our chef.

"Since we house professional



DePaul University

The School of Public Service's location on DePaul University's Loop campus offers great views and access.

degrees, our learning goals must focus on developing students into professionals," said [Robert Stokes](#), director of DePaul's [School of Public Service](#). "The accreditation process forces us to be mindful of the obligations we have to students, including matching our curriculum to competencies and skills that are valued in the job market."

The School of Public Service carries a tasty national and even global distinction. It is the only school to boast four NASPAA-accredited degrees:

- Master of Science in Public Service Management degree (first accredited in 2002)
- Master of Public Administration (2012)
- Master of Science in International Public Service (2012)

- Master of Public Policy (2017)

NASPAA accreditation comes in addition to the broader [Higher Learning Commission](#) of the North Central Association of Colleges and Schools, which accredits all of DePaul's degree programs. The School of Public Service also belongs to the [Nonprofit Academic Centers Council](#).

Every five years, SPS's accredited programs must be reaccredited through NASPAA. The International Public Service and Master of Public Administration degrees are up for reaccreditation this academic year, in what NASPAA calls the "Self Study Year."

The reaccreditation process begins in the fall and continues through the academic year. It's a year-long diagnostic check

that each program is setting high academic standards, assessing student learning effectively, and growing wherever possible.

"The process also helps us stay in regular contact with stakeholders," Stokes said. "It requires SPS to have a broader outreach strategy to stay in touch with alumni and employers, and also strengthens our relationship with university leaders."

Stokes also trumpeted the benefits to SPS faculty members. He says the process gives professors and instructors direct involvement in improvement of the programs, provides structure for faculty meetings and fosters greater collegial engagement.

NASPAA organizes its criteria for reaccreditation into seven standards: mission, governance,

ACCREDITATION

faculty, students, competencies, resources and communications.

SPS faculty members spend a year assessing their most recent contributions in upholding these standards in the field of public service. Current students and alumni are involved in the process as well.

Just last year, SPS had its fourth NASPAA degree accredited: the Master's in Public Policy.

The chair of the MPP program, Professor [Joe Schwieterman](#), emphasized the immensity of the accreditation process. He also stressed the collaboration and the benefits.

"We had unanimous support from start to finish," he said. "We all knew it would be a lengthy process, but going through the steps to gain accreditation was enormously helpful."

He added: "All the faculty consider the MPP as a degree that can help us attract talented students from both our region and around the country while also providing new elective options for students in our other four degrees, so everyone benefits. We're excited at how it has all come together — it was a true team effort."

The team effort continues for the IPS and MPA programs. This academic year, SPS faculty is working toward submittal of a lengthy "Self Study Report," which the NASPAA uses for its decision to approve or deny accreditation.

If NASPAA likes and approves what SPS is cooking, that means your program and its faculty are setting the standard in public service

education. You knew they were good, but NASPAA accreditation confirms they're among the best.

And aren't we here because we want to be among the best?

Watch for communications regarding student involvement in the NASPAA process. Hopefully, you can become invested in the process now that you know why it's important.

In the meantime, enjoy your academic cheeseburger, um, *well done*.

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Courtesy of Frank J. Kraut

School of Public Service student Frank J. Kraut wrote in a recent SPS publication about the School of Public Service's Shadow a Legislator offering, part of the school's Authentic Experiences series, and what he learned from his trip to the Illinois capital of Springfield: "I have a greater understanding of what happens in the capital city. Several of my classmates shared that the trip influenced some of their own decisions: Should I go into politics or administration? Do I want to run for my position, or compete for a hiring? I also have a new appreciation for the political process and how it differs from person to person, place to place."

Mission: 'To educate the next generation of public service leaders'

School of Public Service

Director [Robert Stokes](#) says:

"Our school is a leader in research, service and education in the areas of public and non-profit leadership, administration and policy analysis. We are a true Chicago institution; thus, we count a rich set of connections to public, non-profit and policy actors throughout the city and region. Our alumni network is made up



scholarly expertise in management, policy formulation and analysis.

of over 2,600 professionals working in various public service fields throughout the region. Our twelve full time faculty have both practical and

Our five graduate programs allow students to choose a path that best fits their career aspirations.

"As a teaching institution, DePaul always puts its students first. As scholars, our full-time faculty are experts in the areas of transportation, housing, crime, community health, cultural public finance, economic development, sustainable international development, inequality, and the

science of philanthropic giving, a truly broad department of experts.

"Our mission at SPS is an important one: to educate the next generation of public service leaders. Through this, we also seek to build a community of like-minded individuals who seek to improve the people, places and organizations that make up the public service network in Chicago and beyond."

Family, upbringing carved her path to service

Editor's note: School of Public Service student Alicja Feduniec approached the SPS publication with an idea: to regularly highlight strong Chicago-area women who had compelling stories to share. This is the first installment of the feature she calls "BACKBONE: A Look at Noteworthy Women."

By Alicja Feduniec

School of Public Service

When Viola Jobita considers her passion for public service, she reflects on a childhood 8,000 miles away.

And she remembers lessons from a household led by public servants.

"Even though my family was considered better off, my siblings and I grew up in an environment where we saw a lot of poverty," she said. "My parents were always taking in relatives who were struggling and instilled in us the need to help."

Jobita, a native of Kenya, works today as a refugee employment specialist at the Chicago-based [Heartland Alliance](#), and she's pursuing a degree in International Public Service from the [School of Public Service](#).

Her journey includes work in human rights, injustice, development, agriculture and AIDS prevention.

Born in Nairobi, Jobita grew up in Kisumu, a city on Lake Victoria. She attended [The Catholic University of Eastern Africa](#), where she earned degrees in sociology and political science.

Jobita used her undergraduate studies as an opportunity to gain experience in the Kenyan public sector. She interned at the Kenya Bureau of Standards, followed by the Kenya Sugar Board, the Architectural Association of Kenya and the [Kenya Human Rights Commission](#), which led to her first official job.

Her work at the Human Rights Commission coincided with Kenya's constitutional referendum. She was responsible for carrying out civic education on the new constitution and assisting victims



Alicja Feduniec

Kenya native Viola Jobita, who's pursuing an SPS degree in International Public Service, says she garners hope from "success stories."

of historical land injustices. She later became involved in the National Taxpayers Association and Center for Government and Development, where she worked on research on factors affecting school enrollment and attendance.

Before heading to the United States, Jobita worked for the African Council of Religious Leaders — [Religions for Peace](#). At the ACRL, she facilitated discussions with faith leaders and community members to promote HIV prevention. The program aimed to collect data regarding people's beliefs about sexual activity and HIV transmission and to promote a dialog about the factors that make certain individuals and communities more susceptible to contraction.

She had gained previous experience on HIV/AIDS issues.

As an undergraduate, she worked on a USAID funded project in Kenya's Nyanza province. A project called AIDS, Population, and Health Integrated Assistance, or [APHIA II](#), focused primarily on improving access to reproductive health, family planning and HIV/AIDS services in Kenya.

Work in this field held a special significance for Jobita, as she suffered the loss of numerous family members to the virus.

All these experiences helped influence Jobita's decision to enroll at the School of Public Service. But she cites her family and upbringing as the main factors that have shaped her worldview and desire to help others.

Both of her parents remain public servants in Kenya. They ingrained in her and her siblings an interest in the world as well as

the belief that — amid poverty all around her — it was everybody's responsibility to help those less fortunate.

"We also grew up exposed to world maps and a global perspective," she said. "These realities generated an interest in issues of poverty alleviation, empowerment and development."

Kenya's government, democratic but mired in corruption and a [current election crisis](#), also had a profound affect on her. She questioned what was going on in her government.

When offered a position with The Heartland Alliance, she said, it made sense for her to accept.

Asked about her biggest challenge in her current position, Jobita said:

"It is more a concern than a challenge. Most people that come through the organization lack transferable skills. They have a wealth of life experience but lack English language skills, especially the elderly. This leaves them with survival jobs — not sustainable employment. I wish I could do more for them. I worry for their future."

Yet she said she finds her work immensely rewarding. She said she garners hope from "success stories," or the refugees who were able to create better lives for themselves.

Her organization recently conducted a job panel in which the "star" newcomers to the United States shared with other refugees the experiences they have had in navigating the job search, and they provided tips on how to do it better.

Jobita said she enjoyed seeing the community helping each other. She said it gives her joy and satisfaction to know that she was able to make a difference in someone else's life.

"It feels good knowing that you helped someone feel better," she said.

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Alicja Feduniec is pursuing an SPS degree in International Public Service.

About that email response you've been waiting for ...

By **Pete Reinwald**

School of Public Service

So I got an interesting email the other day.

An event coordinator invited me to present at an annual conference on public service. The email told me the date of the conference and details on the presentations, and the coordinator asked me to let her know if I'd be interested.

I told myself how good this sounded. I wrote down the date. I considered the information and experience I had on the topic. I told myself that I'd give it more thought when I could.

So I did everything I needed to do. Except that I didn't respond to the email. I didn't give the event coordinator the courtesy of a response.

I present a fictional scenario here. I offer it to emphasize what I consider an overlooked concept in business and in public service — the simple, painless, feel-good act of responding to an email.

When it comes to email communications, especially among colleagues, some professionals give no other factor more importance. I'm with them.

I care less about subject lines, greetings, salutations and

whether this day finds me well. I care more about courtesy and, more importantly, effective communication. If you send me a personal email that includes information important to both of us, I want to let you know as soon as I can that I received the information. I might say, "Got it!" or "Thanks!" or "Will do!" or "OK, I'll let you know."

Otherwise, you might think: What happened? Did he receive my email? Did it go the way of junk?

As time goes by, you might think:

Does he care about what I sent him? Does he want to present at the conference or not?

And then you might think: What a goof.

Experts emphasize that our email habits, including the time it takes for us to respond and whether we respond at all, says something about us and shapes our image in the minds of colleagues, supervisors and stakeholders.

"Think of the email relationship as a way to prove your competence and efficiency," author and journalist Dana Sachs [wrote in 2013](#) for The Huffington Post. "If you are lax about your correspondence, people may

rightfully assume that you are lax in other aspects of life as well, which may make them less inclined to hire you."

The priority that we give to emails shows who and what we consider important. I ignore most unsolicited emails, usually from a person in a far-away place pitching a far-away idea. I thereby consider them unimportant, and I can live with that, even if the email sender considers me a goof.

But when it comes to personal emails from colleagues and from people I serve, I aim to let them know that I consider them and their messages important.

You know who's great at this? Michelle Latka. She's office manager at the [School of Public Service](#). She could write a book about email etiquette, and I hope she does. She responds promptly, cheerfully and helpfully — and I suspect to every one of the dozens of daily emails that we send her.

I asked her about her approach to responding to emails.

"My approach to emailing in general is to write back within the same day as I get them," Michelle wrote in a prompt email response.

She added: "I've been on the other end of the email spectrum where I'm needing an answer to something important and I never

hear back from that individual (even after sending several emails). Which is frustrating and makes me feel stuck. So I try and not put that feeling onto others.

"It's a mixture of being polite and getting the job done."

Professor [Joel Whalen](#), academic director of DePaul's Center for Sales Leadership and creator of the Effective Business Communication teaching method, says he considers 24 hours the limit of an acceptable response period.

"If you don't respond within 24 hours, you're showing yourself as less competent, less responsive, less caring," he said by telephone.

He suggests patience with those who fail to respond.

"I think everybody is inundated with email," said Whalen, author of "[The Professional Communications Toolkit](#)." "Even good-hearted, button-downed, responsible performers can forget. ... I find that with everybody I work with, sometimes, I've got to send out the same email twice."

Pete Reinwald, a School of Public Service graduate, is editor of the SPS quarterly publication. He's also an editor on the Nation/World desk of the Chicago Tribune.

study abroad

SPS OFFERINGS

BRUSSELS, BELGIUM

Apply by: November. Contact: Prof. [Joe Schwieterman](#)

CURTIBA, BRAZIL

Apply by: December. Contact: Prof. [Joe Schwieterman](#)

MAHARASHTRA AND KERALA, INDIA

Apply by: July.
Contact: Prof. [Ramya Ramanath](#)



School of Public Service

SPS offers two study-abroad trips to India.

TANZANIA

Apply by: July. Contact: Prof. [Raphael Ogom](#)

NORTHERN IRELAND

Apply by: Feb. 1 for travel in June. Contact: Prof. [Nick Kachiroubas](#)

PANAMA CITY, PANAMA

Not scheduled for 2018.
Contact: Prof. [Barbara Kraemer](#)

A course that's truly global

The Hay Project, a partner of the School of Public Service, has sponsored a quarterly non-credit online leadership development course since September 2010, with more than 430 participants from 20 countries completing the course to date.

These include DePaul employees, staff of the [St. Vincent de Paul Society](#) in the U.S. and Australia, [Depaul International](#) subsidiaries in the U.S. and Ukraine, Catholic sisters and priests from Kenya, and faculty and staff of the [University of Sulaimani](#) in Iraq.

The organization offers courses and events, and its website features Web resources and relevant podcasts, including one featuring director [Patricia M. Bombard](#), chairman [J. Patrick Murphy](#) and [William Hay](#).

The Hay project invites you to browse its website and find a resource, article or event that is useful to you or your organization.

Visit:

[Vincent on Leadership: The Hay Project](#)

CAREERS

Authentic Conversations

Would you like the opportunity to meet and learn from Chicago's distinguished leaders in Public Service in a welcoming, informal setting?

DePaul University's School of Public Service offers its Authentic Conversations series to provide unique, discussion-based opportunities for students to meet and interact with distinguished leaders of public affairs, nonprofit management, and international affairs. The conversational format allows participants to learn about the guests' leadership experience and to gain insight on how they can pursue similar career paths and build their networking skills.

Distinguished guests bring a variety of political and policy objectives over the course of the program. SPS offers the conversation series at no charge one to two times per quarter. Students must RSVP to ensure appropriate seating.

To read previous SPS publications, visit the [School of Public Service website](#)

Pedaling an event

Dimensions of Divvy: The performance of bikesharing in outlying neighborhoods and inner-ring suburbs

Noon to 1 p.m. Thursday, Dec. 14.

Join Chadick for an analysis of the effectiveness of bikesharing in outlying urban neighborhoods and inner-ring suburbs. Organizers will share new research on how the Divvy bikeshare program has evolved since its rollout in Chicago and its expansion in Evanston and Oak Park. We'll discuss usage patterns in both urban and more suburban contexts and the extent to which programs aimed at improving active transportation infrastructure and equity have boosted ridership.

Arrive with your lunch at 14 E Jackson Blvd., suite 1600.

We will meet in the Dublin Room at the School of Public Service. This is a free event. Bring a colleague or friend.

For info, email chaddick@depaul.edu.

Visit:

[The Chaddick Institute for Metropolitan Development](#)

NEWSLETTER PROFILES



Alicja Feduniec
Contributor

Alicja Feduniec was born in Poland and came to Chicago at age 8. She attended Loyola University Chicago, where she majored in Anthropology and International Studies. Afterward, she attended graduate school for Education, taught science in Cambodia, then in Philadelphia and Chicago. She's working on a master's degree in International Public Service at SPS.



Tom Benedetto
Graduate assistant

Tom Benedetto, a graduate assistant in the School of Public Service, was born in Chicago, and he attended Butler University for his undergraduate studies. After college, he taught for two years, and now he's pursuing a Master of Public Policy degree at the School of Public Service.