



SUFFOLK UNIVERSITY

CENTER FOR PUBLIC MANAGEMENT

ANNUAL REPORT 2010-11

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Linda Melconian JD, Nesly Metayer ABD

BACKGROUND & OVERVIEW

By way of background, the Center for Public Management traces its roots to 1973, when the New England Regional Commission gave Suffolk University a grant to provide training and education to the public service workforce, to support public service community efforts with technical assistance, to conduct research and evaluation of public service projects, and to provide opportunities for public discourse on a variety of public policy issues. Dr. Richard McDowell [who later became Dean of the SBS] was recruited to spearhead that effort.

The educational goals were initiated in 1975 when Suffolk University began to operate accredited graduate and undergraduate programs in public administration and management under the auspices of the Institute for Public Service (formally the Department of Public Management).

The goals of training, evaluation, public discourse and community service are the mission of today's Center for Public Management, now to be known as the Moakley Center for Public Management

The current staff of the Center, in addition to a halftime Director and fulltime Associate Director includes five Senior and Associate Fellows, nineteen Adjunct Faculty, five Research/Program Assistants (who are Suffolk graduate students) and two support staff who work on the Center's various projects, policy institutes and initiatives.

During the 2010-11 academic year, the Center undertook a number of public discourse, training, evaluation, and technical assistance projects, in partnership with sixteen community organizations, earning revenues of \$676,000. In addition, the Center provided funding and staff support for the annual Boston Chamber of Commerce/Sawyer Business School "Connecting Business with Government", the "Massachusetts Legislative Academy for Staff", and the Moakley Fellowship Programs.

Moakley Center Plans for 2011-12 include:

- ◆ Continuation and expansion of the Moakley Fellowship Programs, particularly the Moakley Breakfast Series, Moakley Public Service award, Moakley Washington Fellows internships, Public Service in the Private Sector Forum and joint efforts with Suffolk's Moakley Archives and Institute to actualize the legacy of Joe Moakley to create conversation and inspire action in the public arena. The Moakley Fellowship Programs will be directed by Sr. Fellow Linda Melconian.
- ◆ Continuation and expansion of our commitment to develop human capital in the public service field with affordable and accessible models of education through our Certificate Programs offered in partnership with eight community partners.
- ◆ Of particular interest for the coming year is the planned partnership with Mass Municipal Association and its pilot program at the Natick Policy Training Center for MetroWest Managers.
- ◆ In the development stage are two new efforts, one with the Boston Police Department and the other with a new community partner in the area of Women's Health Policies. We continue the conversation with universities and other entities in Haiti to develop a NGO Certificate there.
- ◆ Continuation and expansion of the Department of Children and Families' summer internship (iWorks) program to include a supported employment (JOBS) program for DCF involved youth in the Greater Boston area. In addition to providing an important public service, this effort offers practical hands-on experience to graduate students in the MPA/MSCJ programs who are employed as Job Coaches.
- ◆ Continuation of the Boston Chamber and Legislative Academy seminars.
- ◆ Continuation of the research and evaluation work in the public safety and youth services areas, particularly with Dunbar Community Center in Springfield and UTEC in Lowell.
- ◆ Expansion of evaluation projects into new areas of interest particularly community capacity building in Higher Ground's Warren Gardens project and a study of PLWH in the Haitian community to determine ways to remove the barriers to utilizing HIV services.
- ◆ Expansion and continuation of Cape Cod Policy Center's strategic planning projects with community agencies. Sr. Fellow Mike Lavin is Director of the Cape Cod Policy Center.

For more information see:

"Suffolk Business", the magazine for alumni and friends of the Sawyer Business School,

Winter 2010 edition:

**Setting up Community Roots: The Center for Public Management
Collaborates in Building a Better Public Service Sector.**

THE YEAR IN REVIEW...

DEVELOPING HUMAN CAPITAL

CERTIFICATE PROGRAMS



In collaboration with fifteen different community partners, over the last twelve years, the Center has provided extensive graduate level educational opportunities for more than 1200 Massachusetts public service managers.

To further acknowledge the accomplishment of certificate graduates, and to strengthen their connection to Suffolk University, all Certificate graduates automatically become part of the Suffolk University, Sawyer Business School alumni family. At graduation, students receive a Welcome Letter from Dean O'Neill and a bumper sticker (see above).

2010-11 Accomplishments

Offered seven (7) graduate level public service management certificate programs with community partners, which included forty-two (42) course offerings by nineteen (19) Suffolk University adjunct and fulltime faculty to 135 enrolled students. Community Partners for these year-long/150 hour programs were:

- ◆ **UMass Medical School/Shriver Center LEND Program**
Combined LEND (Leadership Education in Neurodevelopment and Related Disabilities) Certificate and Suffolk Certificate in Disability and Health Policy with combined opportunity for combined MPA graduate degrees. This program completed its tenth year of operation and July 2011 was awarded a new five grant from HRSA.
- ◆ **South Shore Local Governments (SSLG):**
The Certificate Program in Local Government Leadership & Management graduated its first class with a diversified enrollment of South Shore local managers. Its success led to a two year agreement with Mass Municipal Association to development certificate models for a variety of local government officials. The first program will be rolled out in September 2011 for MetroWest Managers. The program was oversubscribed, and will continue to have a diverse enrollment of local government managers. Sr. Fellow Richard Kelliher is the Center's liaison on local government projects.

◆ **Massachusetts Human Services Providers Council (MCHSP)**

In its ninth year of operation, the Providers Council celebrated with its 366th graduate. In addition to the basic Certificate in Community Human Service Management. The 2010-11 year rolled out a Certificate of Advanced Study in Nonprofit Administration and Finance. There were 13 CASNAP graduates this first year. Sr. Fellow Clarence Cooper is the Center's liaison with the Providers Council.



◆ **Metropolitan Law Enforcement Council (MetroLEC)**

The MetroLEC Certificate Program in Public Safety Leadership & Management graduated its second class from the Canton Police Training Center. This is the third public safety CPM certificate offering. Future certificate offerings are under discussion with the Cape Cod LEC, NEMLEC and the Boston Police Department. Sr. Fellow Mike Lavin is the liaison with public safety certificate programs.

◆ **Massachusetts League of Community Health Centers (MLCHC)**

In its tenth year of offering the Certificate in Community Health & Community Health Care Management, the Mass League boasts of 243 alums. This year a certificate in Advance Study in Health Center Financial Management was added as a sixth Block. There were 12 graduates of the CASHCFM.



◆ **Massachusetts Association of Approved Private Schools (maaps)**

Thirteen graduates benefited from the new maaps Certificate in Leadership in Private Special Education Schools, designed for participants to increase knowledge, build/demonstrate confidence, be recognized as leaders in the field and to help to continue the tradition of providing the highest quality education to children with special needs. Associate Director Nicole Rivers is the liaison for the maaps program.



At the beginning (in 2000).....our founding partner was LHI

**Latin American Health Institute (LHI)-Suffolk University
Certificate Program in Health and Human Services Management**

Gaining knowledge, building confidence, creating a network, and building a better health and human services system. Better managers, manage better!



Block 1	Intro. To Human Services Management Human Resources I	Sep 08 - Oct 06, 2000
Block 2	Computer Skills Human Resources II	Nov 17 – Dec 15, 2000
Block 3	Management Information Systems Technical Writing	Jan 26 – Feb 23, 2001
Block 4	Program Development Financial Management I	Apr 06 – May 04, 2001
Block 5	Grantwriting Financial Management II	June 01 - June 29, 2001

And in January 2011, we were back in the classroom at 95 Berkeley, with twelve students enrolled in the 2011-12 LHI Certificate in Health and Human Services Management. On a rotating schedule, we will enroll additional students in September 2011, and hold a graduation for both classes in July 2012. Sr. Fellow Nesly Metayer is the liaison for the LHI Program.

DEVELOPING HUMAN CAPITAL & PROMOTING PUBLIC DISCOURSE

MOAKLEY FELLOWSHIP PROGRAMS

Spring/Summer 2010 marked the FOURTH year of the Suffolk **MOAKLEY Washington Fellows internships**. The Moakley Washington internships, offered in concert with the Politics of the Federal Bureaucracy class taught by Professor Linda Melconian, provides an eight-week paid internship opportunity in Washington, DC. A \$5,600 summer grant is made available to each Fellow. Current MPA students (including those in Joint MPA law, political science and criminal justice programs) are invited to apply for consideration as a MOAKLEY intern. The competition has a CPM/PMD evaluation component and a final interview and joint decision made with the Dean of the Sawyer Business School.

This year's 2011 MOAKLEY Fellows plan to undertake their placements in one of Massachusetts' congressional offices, including those of Representatives Lynch, Tsongas, Tierney, Markey and McGovern, as well as the government relations offices of Capitol Associates.

The 2011 MOAKLEY interns meeting with Sean Ryan, Clerk of the Moakley Foundation, in their Politics of the Federal Bureaucracy class prior to leaving for their trip to Washington, DC.



In October 2010, in partnership with the Department of Public Management and the Moakley Foundation, the **MOAKLEY Breakfast Series** held its inaugural event at the Moakley Courthouse entitled: **MAIN STREET, NOT WALL STREET**, with The Honorable Barney Frank Chairman, US House Financial Service Committee.

Suffolk University's **Moakley Breakfast Series**

Continuing his public service legacy



Rounding out the Breakfast Series Calendar for 2010-11, with a collective audience of more than 400, was:



Municipal Health Reform: What's Next?

Thomas M. Menino, Mayor of Boston

Robert J. Dolan, Mayor of Melrose

Kimberley Driscoll, Mayor of Salem

Moderated by:

**Richard Kelliher, Sr. Fellow, Center for Public Management;
Town Administrator, Brookline (Ret.)**

Wednesday, November 10, 2010

**Madison, Massachusetts, and Mediation:
Collective Bargaining During Crisis**



THE HONORABLE

HARRY HOGLANDER, J.D. '73

CHAIRMAN, NATIONAL MEDIATION BOARD

Thursday, March 31, 2011



Suffolk Alumnae:

Changing State Government

a panel discussion with...

Suzanne Bump, JD '88

State Auditor

Andrea Cabral, JD '86

Suffolk County Sheriff

Mary Beth Heffernan, MPA '85 JD '89

Secretary, Executive Office of Public Safety & Security

Rachel Kaprielian, JD '00

Registrar of Motor Vehicles

Moderated by Suffolk Alumnus:

W. Paul White, JD '73

Principal, The Karol Group, Inc.

Former State Senator

Friday, June 10, 2011

DEVELOPING HUMAN CAPITAL & PROVIDING COMMUNITY SERVICE

EDUCATION

Working within Suffolk University and with other community partners, the Center for Public Management strives to develop creative and effective ways to enrich public service and provide educational seminars to a wide variety of public servants and to those who work with governmental entities.

Fifth Annual Connecting Business with Government



AGENDA:

8:10 Welcome and introductions by:

- Dean William J. O'Neill Jr., Dean, Sawyer Business School
- Paul Guzzi, president & CEO, Greater Boston Chamber of Commerce.

8:15 Opening Keynote Address: Government & Business Interaction

- Micho Spring, Chairperson, Global Corporate Practice and President, New England, Weber Shandwick Worldwide

9:00 INDUSTRY LEADERS PANEL:

MODERATOR: DEAN WILLIAM J. O'NEILL JR

PANELISTS:

- Mara Aspinall, President & CEO, On-Q-Itty
- Jay Curley, Senior Vice President, Chief Government and Public Affairs Officer, Blue Cross Blue Shield of Massachusetts
- Jim Mahoney, Global Corporate Communications and Public Policy, Bank of America

10:50 CASINO PANEL:

MODERATOR: Michael Pollock, Managing Director, Spectrum Gaming Group

PANELISTS:

- “Developer” – John Stefanini, lead counsel to Coastal Development; Of Counsel, DLAPiper
- “Connector” – Steve Tocco, President & CEO, ML Strategies
- “Government” - Mayor William Flanagan, Fall River, MA

12:45 Connecting Business with the new Town of Devens

Introduction: Dr. Michael Lavin, Suffolk University

- Richard Henderson, Executive VP for Real Estate MassDevelopment
- Mika Brewer, Senior VP for Real Estate, Sales and Marketing, MassDevelopment

3:30 Closing Keynote Address: Government & Business Interaction
Speaker of the House Robert DeLeo



Fifth Annual Legislative Academy



Massachusetts State Legislative Academy Staff Seminar at



On January 31, 2011 from 9:30-4:45

Center for Public Management and
The John Joseph Moakley Archives & Institute

Agenda

- 9:30 a.m. Welcome**
Sandy Matava, Center for Public Management Director
The Importance of Good Public Service
Introductions: Suffolk University Acting President, Barry Brown
Senate President Therese Murray
House Speaker Robert A. Deleo
- 10:00 a.m. Legislative Aides: The Five Most Important Things You Need to Know?**
Moderator: Michael Lavin, Assoc Professor, Public Mgm't, Suffolk University
Rick Musiol, Chief of Staff, Office Senate President Murray
James Eisenberg, Chief of Staff, Office House Speaker DeLeo
Susan Testaverde, Chief of Staff, Office Senate Minority Leader Bruce Tarr
Eric Rebello, Chief of Staff, Office House Minority Leader Jones
- 11:00 a.m. Another Very Important Thing...Dealing with the Press**
Moderator: Greg Gatlin, Director of Public Affairs, Suffolk University
Matt Murphy, *Statehouse News Service*
Frank Phillips, *Boston Globe*
Kim Ashton, *Beacon Hill Patch*
David Falcone, Communications Director, Office of Senate President Murray
Seth Gitell, Communication Director, Office of House Speaker DeLeo
- Noon LUNCH Box Lunches and Networking**
- 12:15 p.m. The Public Service Legacy of Congressman Joe Moakley**
Moderator: Julia Collins Howington, Moakley Archives & Institute
About Joe Moakley: Fred Clark, Moakley Charitable Foundation President
- 12:30 p.m. The Legislating Process: An Act relative to Safe Driving**
How did it become law??...filing, holding hearings, debating and voting on bills
Moderator: Linda Melconian, Assistant Professor, Public Management Department, Suffolk University and Majority Leader Emeritus, Mass Senate



Presented by:

William E. Welch,
Clerk of the Senate

Steven T. James,
Clerk of the House

- 1:30 p.m. The State Budget Process: How does it work?**
Michael J. Widmer, President, Massachusetts Taxpayers Foundation
- 2:00 p.m. Massachusetts Financial Issues and Outlook for 2011-12**
Moderator: Michael J. Widmer, President, MassTaxpayers Foundation
Representative Brian Dempsey, Chair House Ways & Means
Senator Steven A. Baddour, Vice Chair Senate Ways and Means
- 2:45 p.m. Constituent Services**
Moderator: Mary Adams, Senior Fellow, Center for Public Management
Lauren Sacco-Corcoran Office of Senator Patricia Jehlen
Michael Vatalaro, Legislative Aide, Office of House Speaker DeLeo
- 3:45 p.m. Ethics: What you need to know using real life examples**
Moderator: Moderator: Maria Mossaides, Adjunct Professor, Suffolk University and Cambridge Family & Children's Service, Executive Director
Karen L. Nober, Massachusetts Ethics Commission, Executive Director
Alice Moore, Senate Counsel
Anne O'Driscoll, Associate House Counsel

TECHNICAL ASSISTANCE FOR COMMUNITY PROGRAMS

The Center undertakes a variety of projects designed to support public service work carried out by both public and nonprofit organizations in the community. Some of the work is done under contract, some on a pro bono basis and some by serving on Boards of Directors. The following is a partial listing of work undertaken by CPM staff and Senior Fellows:

- ◆ Serves as a research partner with **UTEC**, a youth organization in Lowell, providing evaluation mentoring.
- ◆ Serves as the evaluation partner for **Dunbar Community Center**'s youth mentoring program.
- ◆ Worked with the **Town of Plymouth** to develop their strategic plan.
- ◆ Worked with the **Mass Municipal Association** to develop their strategic plan.
- ◆ Developed a Strategic Plan for the **Arc of Haverhill**
- ◆ Served as a Proposal Reviewer for the **Mass Charter School Office**.
- ◆ Serves as an Incorporator of **Higher Ground**.
- ◆ Served as a research partner for the **Lowell EOPSS** project.
- ◆ Served as a research partner for the **Boston EOPSS** project.

COMMUNITY SERVICE & BUILDING HUMAN CAPITAL

Sometimes good ideas fizzle of their own weight and lack of production. And, sometimes, okay ideas get better and better over time. The CPM/CFP/DCF project is one of the ones that improves with age...where everyone turns out to be a winner...the youth who are in internships or find permanent competitive employment jobs, the social workers who refer them, the agencies and corporations who benefit from a qualified, trained and supported workforce and the Suffolk graduate students who are the glue that holds it all together. For these Suffolk Job Coaches, they benefit with real life experience, added credentials for their resumes and an entrée into a professional network for future employment.

Collaboration with the Massachusetts **Department of Children and Families and Communities for People** to operate [and evaluate] a summer internship and supported employment program for Boston youth, is CPM's largest and longest standing [eight years] community service program.

DCF 2010 SUMMER IWORKS

- ◆ To date, two-hundred and forty-two (242) youth have successfully graduated from the program. Over twenty-five (25) different organizations within the City of Boston and surrounding areas have given youth the opportunity to earn work experience, develop positive work habits. Forty (40) of the forty-eight (48) youth successfully completed Summer iWorks in 2010 (83%). Of the graduates, 70% returned to high school (or are actively pursuing their GED), 20% went on to college (2 year or 4 year) and 10% are working full time.



From the youths' perspective: What did you learn?

- Patience (5)
- To stay focused (4)
- Being on time is important (6)
- That I can succeed (5)
- Independence is possible if you work hard (2)
- Cooperation is key (3)

From the placements' perspective: How did we do?

- This was the best job coach support since joining the program.
- You should offer youth work ethic workshops. They are a good way to teach them how to conduct themselves in a work place environment. Some tips could be how to stay away from drugs, cigarettes and alcohol.
- We have participated for several years and will continue to do so.

DCF 2010-11 JOBS PROGRAM

- ◆ At the end of the 2009 summer iWorks program, CPM began a new effort to support the youth in their quest towards independence. It was a Supported Employment Program designed for successful iWorks graduates. It uses Job Coaches and mimics the proven vocational rehabilitation model for moving towards competitive employment. The program was designed for “job ready” youth to participate in paid, and Job Coach supported trial employment. Upon successful completion of the trial period, the expectation was that they would be formally hired and put on the company’s payroll.

- ◆ In three, four month program cycles, twenty-nine youth have been placed into competitive employment positions (at Marshalls, Dependable Cleaner, Doggie Daycare, Tarsha’s Hair Salon and Boys and Girls Club). Of those who began the program, seventeen (59%) were formally hired and ALL continue in their places of employment.

- ◆ In addition to attained employment, the JOBs program focused on helping the youth to understand the value and importance of saving. With the help of Sovereign Bank, great stride have been made with the youth...in one case the youth saved \$1,000 toward the security deposit on an apartment, and in this most recent cycle 100% of the youth saved on a weekly basis.

- ◆ There were some interesting differences in how youth rated their work habits at the start of the program, and how their Job Coach rated them at the beginning and at “graduation”.

Youth vs. Job Coaches- Rating of Work Habits

Work Habits	% Needing Job Coach Support at the beginning(n=16)		% of Youth Needing Job Coach Support at the end of the program
	Youth Perspective	Job Coach Perspective	
Getting to work on time every day.	27%	94%	25%
Calling supervisor when sick and cannot get to work on time or at all one day.	0%	94%	31%
Managing money and making a budget.	18%	94%	44%
Making good decisions and solving problems at work.	18%	81%	25%
Scheduling personal appointments so that they don’t interfere with the work schedule.	9%	75%	19%
Asking supervisor for help with questions about the job.	0%	75%	0%
Knowing how and who to tell when upset at work.	9%	64%	12%
Following directions from a supervisor/employer.	9%	63%	19%
Cooperative and flexible when asked to learn new tasks as part of the job.	27%	63%	6%
Keeping cell phone off when at work.	27%	63%	0%
Keeping personal problems from interfering with work.	9%	56%	25%
Dressing appropriately for work.	18%	50%	0%
Knowing what to do if a customer gets upset.	27%	44%	12%
Dealing with hurt feelings and/or anger if a supervisor identifies something is wrong with work performance.	9%	44%	6%

When asked what did you like most about the JOBs program, the youth had lots to say:

- *My co-workers were very welcoming and I actually enjoyed coming in.*
- *I learned something new and I love learning something new because it better my future and I have something to add to my achievements.*
- *Having the job coach for support.*
- *Working with my job coach.*
- *I found what could be a long term job for me.*
- *Just being able to have an opportunity to have my first job and have extra help along the way. It was very helpful.*
- *That I have a 2nd job and learned something new.*
- *That the job coach was there for you if you needed something have done.*
- *The owner of the salon Tasha was really nice and tried to help me out as much as she could.*
- *My job coach helped me out a lot on solving problems at the job site.*
- *I loved having the boss that I have now and that's the best thing. I also have another family.*
- *The meeting new people part.*
- *I liked being able to contact my job coach whenever I needed her help. She was very helpful and made working easier.*



*THIS is the iWorks and JOBs team...
Kaitlyn Davis,
Emily Shaer,
Kathryn Gabriele,
Kelsey McGuffie,
Latisha Taylor,
Claudia Andrade
and Marilyn*

iWorks and JOBs Annual Program Evaluations are available upon request at cpm@suffolk.edu