

**Name and Title:** Susan Gaffney, Associate Professor

**Date of Appointment:** August 16, 2001

**Name of Bachelor's Degree:** Bachelor of Arts, Political Science / History, Northern Illinois University, DeKalb, Illinois, May 1988

**Name of Master's Degree:** Masters of Public Administration, Governors State University, University Park, Illinois, April 1992  
Enterprise Zones: Chicago's Fight Against Urban Blight, Master's Thesis, Governors State University, University Park, Illinois, 1992.

**Name of Doctoral Degree:** Ph.D., Public Policy Analysis and Urban Planning, University of Illinois at Chicago, Chicago, Illinois, December 1997  
Time Series Analysis on Child Support Enforcement in Federal Region V from 1984 - 1994. Dissertation, University of Illinois at Chicago, Chicago, Illinois, 1997.

### **Master of Public Administration (MPA) Program Coordinator**

#### **August 2010-Present**

Serve as the Principal NASPAA Representative for the MPA Program. Responsibilities include facilitating the NASPAA Accreditation self-study report preparation with MPA faculty, Marketing, Management and Public Administration (MMPA) Chair and the College of Business and Public Administration Coordinator of Academic Services. Attend annual NASPAA conferences. Serve on NASPAA Standards Committee, Site Visit Teams and New School Accreditation Mentor. Work with the MMPA Chair to schedule MPA courses at the main campus, Thompson Center (downtown Chicago) and cohort locations. Work with the CBPA Coordinator and the External Program Manager on new student recruitment and retention. Facilitate MPA faculty meetings and retreats. Work with the MMPA Chair and CBPA Academic Advisors to resolve student academic concerns. Coordinate the MPA Mentoring Program. Serve as faculty advisor for Master of Public Administration Club (MPAC).

### **Primary Teaching Areas and Teaching Experience Undergraduate and Graduate Level:**

#### **Governors State University - August 2001 – Present**

*Undergraduate Level Courses:* American National Government  
Statistics for Management I  
Statistics for Management II  
Public Policy Analysis  
Local Government Systems

*Graduate Level Courses:* American Institutions and Values  
Public Policy Analysis  
Research Methods  
Strategic Planning  
Urban Government  
Data Analysis for Public Administration and Nonprofit  
Problems in Applied Public Management

**Significant Practitioner Experience:**

May 1999  
August 2001  
Director, Quality Assurance / Employment and Training  
Community and Economic Development Association of Cook  
County, Inc. (CEDA), Chicago, Illinois  
Provided oversight for special program initiatives. Monitored program  
performance - customer documentation maintenance. Developed training  
programs for employees and customers. Completed financial reports for  
funding sources. Maintained financial records. Prepared program-  
operating budgets. Wrote special grants and proposals for additional  
funding opportunities. Finalized grants, evaluate content, edit text, review  
budgets and verify completeness before submission. Analyzed and  
evaluate methods, procedures, systems and process to determine quality of  
service delivery. Reviewed assessment tools for customers. Developed and  
maintain customer database. Distributed customer support services.  
Resolved customer complaints

September 1998  
April 1999  
Project Director, Westside Jobs Initiative  
Habilitative Systems, Inc., Chicago, Illinois  
Supervised nine case managers. Designed and maintained the  
Participant tracking system. Served as a liaison between program  
participants, the business community, and the Illinois Department of  
Human Services. Prepared statistical reports for external and internal use.  
Conducted staff trainings, participant workshops, and presentations.  
Prepared service agreement contracts for vendors.  
Developed outreach programs for participants. Interacted with Chicago  
based social service agencies, colleges, and training facilities. Prepared  
and submitted IDHS monthly billings. Designed job readiness curriculum.

July 1997  
September 1998  
Site Supervisor / Employment Specialist  
West Haven Project Match, Chicago, Illinois  
Conducted monthly orientations, workshops, and seminars for program  
participants. Developed internship and volunteer opportunities for  
participants. Trained participants on how to use office equipment,  
prepared resumes, cover letters, and taught interviewing techniques.  
Prepared reports, operating budgets, and proposals for funding. Provided  
information to participants on labor laws and policies. Met with local,  
state, federal, and financial supporters regarding program activities and  
placement outcomes. Developed linkages with employers regarding job  
opportunities for participants. Developed marketing and participant  
recruitment campaign. Worked closely with the Illinois Department of  
Human Services to provide employment counseling and placement for  
TANF recipients. Interacted with Chicago based social service agencies,

colleges, and training facilities. Assessed, screened, and interviewed participants for prospective employers.

August 1992  
July 1997

Research Assistant

Center for Urban Economic Development/ Great Cities Initiative  
University of Illinois at Chicago, Chicago, Illinois  
Prepared reports on vocational education - Tech Prep programs in the state of Illinois. Visited, interviewed, and analyzed data on high schools and community colleges vocational / high-tech programs. Developed surveys/questionnaires, interview questions, and focus group discussions on educational issues affecting urban and rural communities. Wrote proposals for funding. Reviewed employment contracts for violations. Attended community meetings and developed task force strategies on employment. Worked closely with community based organizations and economic development coalitions regarding employment and job readiness programs. Prepared reports using qualitative and quantitative analysis on employment, training, and social welfare issues.

April 1995  
June 1997

Administrative Assistant, Office of the Vice President

Malcolm X College  
Chicago, Illinois

Worked with the Vice President on budgets, curriculum oversight, testing services – GED on campus and Cook County Jail. Attended college meetings, prepared agendas, scheduled appointments, assisted with course catalog preparation, and other duties as assigned.

May 1992  
August 1992

Career Development Instructor / Employment Specialist

Robert Morris College, Chicago, Illinois

Taught career development strategies to students enrolled in the secretarial track. Solicited employers, scheduled job interviews, placed students in full-time, part-time employment positions and internships.

August 1990  
May 1992

Graduate Assistant, Academic Advising

Governors State University, University Park, Illinois

Answered telephones in the academic advising office, maintained student records, scheduled advisor appointments, and attended open houses.

August 1988  
August 1990

Assistant Director of Admissions

Northern Illinois University, DeKalb, Illinois

Recruited students from Illinois community colleges, public and private high schools. Attended open houses, processed applications, and prepared scholarship packets. Created outreach program “A Look at Northern.”

## **Publications:**

Gaffney, Susan. Resolving Customer Service Conflicts Confronting Local Governments. , Journal of Practical Dispute Resolution v 3, No 1 p. 72-80, August 2003

Swain, John, Lloyd Sage, and Susan Gaffney Can Government Accounting Be Trusted? An Experiment in Accounting and Accountability. Policy Profiles, v 3, No. 1. p. 1- 7, February 2003

Gaffney, Susan, Local Government Leadership the Next Generation. Business and Leadership Proceedings, v. 2, No. 1, 21-27, 2006.

## **Research in Progress:**

### *How Universities are Using Social Media to Recruit Students*

The aim of this mix-method was to reveal how an upper division university is transitioning to a four institution and how social media is being used to draw a new student population. Governors State University opened its doors in 1969, to provide a place for adults returning to school to earn their undergraduate and master's degree. The schools motto at that time was "The Place to Finish What You Started." Forty years later, a change has come. Once known for only offering courses geared towards juniors, seniors and graduate students, Governors State University is moving in a new direction. The qualitative data for this study is based on interviews with admission counselors and recruiters. Their responses are used to learn how social media is being used to attract students and disseminate information about the academic programs. The quantitative data was gathered from questionnaires that were completed by currently enrolled students.

### *Municipal Challenge: Employee Benefits on the Edge of Extinction*

The National Bureau of Economic Research declared that between December 2007 and December 2008, the US was in the worst recession since the Great Depression. Home foreclosures, high unemployment, and rising fuel prices has caused the federal government to reduce aid to the states and local government. Municipalities are being forced to combine fire and police facilities and lay off police officers and fire fighters, teachers are being dismissed, and municipal services are either being eliminated or drastically reduced. To maintain staff, municipalities are eliminating benefits. Cutting education and professional development benefits are being ripped from municipal budgets. The objective of this study is to discover what effect eliminating educational benefits is having on recruitment, moral and promotion.

*Corporate Conquest: Farming to Funeral Homes*

The aim of this qualitative exploratory study is to determine how communities are affected when corporations take over traditionally black-owned family-owned businesses. This study attempts to reveal how corporate take overs affect pricing and customer service. Due to the exploratory nature of this study, two qualitative research designs are utilized; content analysis and case study. Literature published between reconstruction to the present on the black-owned farms and funeral homes in the United States will be analyzed. The analysis will concentrate on corporations purchasing black owned family farms, black-owned family funeral homes and how corporations are often accused of using gestapo tactics. The content from the literature on funeral homes and farming will be used to draw conclusions on why this phenomenon is occurring and why people are not aware of the many practices that are affecting these traditional black –owned family businesses and how these corporations are impacting communities. The data collected from the content analysis process will be used to develop interview questions that will be administered to funeral home directors, farm-owners, the Illinois farm bureau and associations that advocate for minority-owned farmers.

**Paper Presentations:**

- April 2003 “Challenges Facing Public Institutions”  
Midwest Academy of Management  
St. Louis, Missouri
- October 2004 “Glamorization of Crime: Employers’ Decision to Hire  
Ex-Offenders “  
Midwest American Popular Culture Association  
Cleveland, Ohio
- April 2005 “The Write Road: An Academic Journey”  
American Society for Public Administration - Diversity in Academia  
Milwaukee, Wisconsin
- October 2005 ‘Minoricrat: 21<sup>st</sup> Century Public Administrator  
National Association of Schools of Public Affairs and Administration  
Washington D. C.
- September 2006 “Local Government Leadership: The Next Generation”  
Fort Hays State University Business and Leadership Symposium  
Fort Hays, Kansas
- October 2006 “Fitting In: The Relationship between Morbid Obesity and Academic  
Achievement in Colleges and Universities in the United States.”  
Midwest American Popular Culture Association  
Indianapolis, Indiana

- April 2007 “The American Dream: A Family’s Financial Nightmare.”  
Midwest Political Science Association  
Chicago, Illinois
- April 2008 “Latino Students – What can we do increase enrollment and retention?”  
Latino Center for Excellence Faculty Retreat  
Lake Geneva, Wisconsin
- October 2008 “Fined for Fashion: Content Analysis Anti-Sagging Ordinances  
Midwest American Popular Culture Association  
Cincinnati, Ohio
- April 2010 “*Preparing to Serve: The Changing Role of the Public Manager*  
Midwest Political Science Conference Association  
Chicago, Illinois
- May 2010 “*Latino Support and Retention*”  
Retention and Diversity – Title V  
Governors State University  
University Park, Illinois
- February 2011 “*Organizational Sustainability*”  
MILE - United Way  
Governors State University  
University Park, Illinois
- April 2012 “*Municipal Challenge: Employee Benefits on the Edge of Extinction*”  
Midwest Political Science Conference Association  
Chicago, Illinois
- October 2012 “How Universities are Using Social Media to Recruit Students”  
Midwest Popular Culture Conference  
Columbus, Ohio
- October 2012 “Human Capital Investment: Developing the Municipal Employee”  
National Association of Schools of Public Affairs and Administration  
Austin, Texas

**Academic Service:**

- November 2001 Panel Discussant  
Illinois Political Science Association, Governors State University  
University Park, Illinois
- October 2007 Panel Discussant  
Illinois Political Science Association, University of Illinois at Chicago  
Chicago, Illinois

April 2008                    NASPAA Standards Facilitator  
University of Illinois at Chicago  
Chicago, Illinois

### **Community Service Workshops**

*July 2002*                    Workshop Presenter:  
“Customer Service and the Public Servant”  
South Suburban Mayors and Managers Association, Hazel Crest, Illinois

*February 2003*            Workshop Presenter:  
“Customer Service and the Public Servant”  
Village of Western Springs, Western Springs Illinois

*May 2003*                    Workshop Presenter:  
“Customer Service and the Public Servant”  
South Suburban Mayors and Managers Association, Hazel Crest, Illinois

*January 2004*              Workshop Presenter:  
“Customer Service and the Public Servant”  
Governors State University, University Park, Illinois

*February 2004*            Workshop Presenter:  
“Customer Service and the Public Servant”  
Homewood Flossmore High School, Flossmore, Illinois

*March 2004*                Workshop Presenter:  
“Soaring to New Heights”  
Metropolitan Correctional Center  
Chicago, Illinois

*June 2004*                 Workshop Presenter:  
“Customer Service and the Public Servant”  
South Suburban Mayors and Managers Association,  
East Hazel Crest, Illinois

### **Professional Associations**

- American Society for Public Administration (ASPA)
- Illinois Political Science Association
- Midwest Political Science Association
- Midwest Popular Culture Association

## **College and University Committees**

- Institutional Review Board (IRB)
- Diversity Advisory Council
- University Honors Council
- University Consortium for Civic Engagement

## **College and University Service**

- Faculty Advisor-Master of Public Administration Club (MPAC)
- MMPA Personnel Committee

## **Volunteer**

*Treasurer, Lake Terrace Condominium Association* (2004 –2011, 2012 – Present)  
Board Member (2011 –2012)  
Chicago, Illinois

## **Certification**

Illinois Real Estate License