

# Alicia M. Schatteman

School of Public and Global Affairs  
Department of Public Administration &  
Center for NGO Leadership and Development  
Northern Illinois University  
DeKalb, IL 60115

www.nonprofitscholar.com  
@aschatteman  
/nonprofitscholar  
E: aschatteman@niu.edu  
W: 815-753-0942

## Education

- Ph.D. **Public Administration** (2009)  
School of Public Affairs and Administration, Rutgers University, Newark, New Jersey  
Dissertation: "Public Performance Reporting: Determinants of Excellence"
- Master of Science **Communications Management** (2005)  
Courses in the Newhouse School, the Martin J. Whitman School of Management and the Maxwell School of Citizenship and Public Affairs, Syracuse University, Syracuse, New York
- Master of Arts **Canadian Studies** (1997)  
The Frost Centre, Trent University, Peterborough, Ontario, Canada
- Bachelor of Social Science **Public Policy and Public Management** (1993)  
University of Ottawa, Ottawa, Ontario, Canada

## Academic Appointments

- 2016 to present **Associate Professor** **Northern Illinois University, DeKalb, IL**  
School of Public and Global Affairs, Joint Appointment with the Center for NGO Leadership & Development and the Department of Public Administration  
Courses taught: Strategic Planning, Performance Management, E-Gov/Technology, Nonprofit Fundraising, Nonprofit Financial Management, Philanthropy and Volunteerism, Public Policy, Theory of Public Administration, Communications Management, Research Methods Course delivery: face to face, hybrid/blended and online
- 2010-2016 **Assistant Professor** **Northern Illinois University, DeKalb IL**  
School of Public and Global Affairs, Joint Appointment with the Center for NGO Leadership & Development (undergraduate major: Community Leadership & Civic Engagement) and the Department of Public Administration (MPA Program – nonprofit management specialization)
- 2009-2010 **Visiting Assistant Professor** **John Jay College of Criminal Justice, New York, NY**  
Department of Public Administration, MPA Program  
Courses taught: Public Financial Management, Organization Theory, Research Methods
- 2007-2009 **Instructor** **Rutgers University, Newark, NJ**  
School of Public Affairs & Administration, MPA Program and Undergraduate Major: Public Service  
Courses taught: E-Government, Philanthropy, Research Methods, Government and Nonprofit Communications, Technology, Public Project Management Course delivery: face to face, hybrid/blended and online

## Professional Experience

- 2001-2004 **Executive Director** **Montclair Historical Society, Montclair, NJ**  
Responsible for all aspects of nonprofit operations including program development, museum management, financial management, volunteer and staff management, fundraising, and communications. Created the first Board Development Committee, increased general operating support by 24% over two years.

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- 1999-2001      **Communications Director**      New Jersey Historical Society, Newark, NJ  
Working for the oldest cultural organization in the State, primarily responsible for membership relations and media relations, fostered media relationships in Newark and across the state, and grew membership by 10% over two years.
- 1997 – 1998      **Museum Program and Marketing Specialist**      County of Middlesex, Piscataway, NJ  
Developed public programming and marketing for this new historic site, worked with community members to increase awareness of the site and build volunteer corp.
- 1995– 1997      **Tourism Coordinator**      County of Victoria, Lindsay, Ontario  
Worked with the tourism industry in the county to support and develop tourism marketing strategies including trade shows, publications, and special events.

### Publications

#### Journal Articles

- Schatteman, A. and Bingle, Ben (2015) “Philanthropy Supporting Public Agencies: An Analysis of Local Library Funding”, *Journal of Nonprofit and Public Affairs*, 1(2): 74-86.
- Schatteman, A. (2014) “Academics Meets Action: Community Engagement Motivations, Benefits and Constraints” *Journal of Community Engagement and Higher Education*, Vol. 6, No 1: 17-30.
- Schatteman, A. (2013) “Accountability of Nonprofit Organizations: To Whom and For What?” *International Review of Public Administration*, 18(3): 1-6.
- Schatteman, A.M. (2010) “State of Ontario’s Municipal Performance Reports: A Critical Analysis”, *Canadian Public Administration / Administration publique du Canada*. 53(4): 531–550.
- Schatteman, A.M. and Charbonneau, É. (2010) “A comparative study of municipal performance measurement systems in Ontario and Québec, Canada”, *International Journal of Public Sector Performance Management*, Special Issue on: "The Comparative Analysis of Local Government Performance Measurement Systems: A Global Perspective". 1 (4): 360-375.
- Schatteman, A.M. (2008). “Public Performance Reporting: A Bibliographic Essay” *Public Performance and Management Review*. 32(2): 307-325.
- Schatteman, A.M. (1999). "Trails As An Economic Development Strategy: A Case Study" *Journal of Applied Recreation Research*. 23(2): 127 - 145.

#### Book Chapters

- Cooling, Anthony and Schatteman, A. (2015) “Jane Isabel Jacobs” *Encyclopedia of Public Administration and Public Policy*, 3<sup>rd</sup> edition. Melvin Dubnick and Domonic Bearfield, Editors.
- Schatteman, A.M. (2014) “Chapter 2: Outsourcing”, in *Alternative Service Delivery*, Kurt Thurmaier, ed. ICMA Press.
- Schatteman, A.M. (2012) “Online Citizen Participation: A Case Study of Illinois Nonprofit Organizations” in *The State of Citizen Participation in America*, edited by Hindy Schachter and Kaifeng Yang. pp. 225-238, Information Age Publishing
- Schatteman, A.M. (2012) “Citizen Participation Through Municipal Websites: A Global Scorecard” in *Active Citizen Participation in E-Government: A Global Perspective*, edited by Marc Holzer and Aroon Manoharan. IGI Global. pp. 404-416.
- Schatteman, A.M.(2010) “Information Technology and Public Performance Management: Examining Municipal E-Reporting” in 3<sup>rd</sup> edition of *Handbook of Public Information Systems* edited by Christopher Shea and G. David Garson, CRC Press. pp. 431-442.

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### Teaching Cases

- Schatteman, Alicia, Benjamin S. Bingle, and C. Kenneth Meyer. (2015). “Growing Support Online One Meal at a Time.” In *Understanding Nonprofit Organizations: Governance, Leadership, and Management*, edited by J. Steven Ott and Lisa A. Dicke, 3rd ed., 216–20. Boulder, CO: Westview Press.

### Book Reviews

- Schatteman, A. 2012. “Philanthropy in America”, *Canadian Journal of Nonprofit and Social Economy Research*, 3(2): 101-103.
- Schatteman, A.M. 2011. “Local Government in a North American Context”, *Public Administration Review*, 71(1): 133-136.

### Other Publications

- “Capacity Challenges of the Arts”, *Philanthropy Journal* published by the Institute for Nonprofits at NC State University <http://pj.news.chass.ncsu.edu/?p=59481&cat=1306>, August 31, 2015
- *DeKalb Public Library Strategic Plan 2015-2018*, June 2014
- *DeKalb County Nonprofit Partnership Strategic Planning Report*, January 2015
- Columnist for *PA Times Online* (American Society for Public Administration) March 2014–February 2015 <http://patimes.org>
- “The Call of the Wild: Public Service for Today’s Young Adults” *PA Times* Vol. 37(2): 20
- *Literature Review and Analysis Related to Costs and Benefits of Service Delivery Consolidation Among Municipalities* (2009) Marc Holzer, John Fry, Etienne Charbonneau, Robert Shick, Eileen Burnash with Senior Research Associates: Atta Ceesay, Sunjoo Kwak, Weiwei Lin, Gautam Nayer, Alicia Schatteman.
- *30 Years in the Making: A Comprehensive User and Economic Impact Study of the Bruce Trail, Ontario*. Research study and final report prepared by the Bruce Trail Association (1997)

### **Research Projects**

- 2014 to present: **Government Funding of Nonprofit Organizations** began with an examination of public library foundations and friends’ organizations, currently examining grant funding of local governments to nonprofit human service organizations, plans to research local government funding of nonprofit economic development organizations.
- 2013 to 2015: **Poverty and Inequality Research-to-Action Collaborative (PIRAC)**: a multi-disciplinary research-to-action program that engages nonprofits, elected officials, public agencies, researchers and residents in constructive dialogue about the causes, consequences, and best ways to alleviate poverty and inequality.
- 2012 to 2014: **Capacity of Arts Organizations** using database of audited financial statements for organizations, capacity issues around issues of performance management, financial vulnerability and government funding
- 2012 **Member of the Alternative Service Delivery Project** funded by HR Green Project, Center for Governmental Studies, NIU. Presentation and report on “Municipal Government Contracting”
- 2011 **Member of the NYU Wagner Graduate School of Public Service and Charity Navigator Working Group on Transparent Nonprofit Performance Management**, funded by support from the Hewlett Foundation. Convened to explore effective approaches and tools for teaching performance measurement and management, with a special focus on nonprofit organizations and on transparent reporting of results.
- 2006-2009 **Member of the International Working Group on Online Consultation and Public Policy Making** ([www.reconnectingdemocracy.org](http://www.reconnectingdemocracy.org)). U.S. participation in the groups was supported by \$280,000, made possible through a \$1 million grant from the National Science Foundation’s Digital Research Program. The individual working groups convened to develop joint research agendas on critical international questions, produce white papers on key topics, and initiate joint research projects to continue after the three-year start up period.
- 2007-2009 **Co-Director of National Center for Public Performance - Canada** ([www.ncpp.ca](http://www.ncpp.ca)) a new website that compares and contrasts public performance measurement in the United States with Canada and creates some networking opportunities for researchers on both sides of the border

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- 2005-2008 **Research Associate** for the “Public Performance Measurement and Reporting Network” ([www.ppmrn.net](http://www.ppmrn.net)), a project of the National Center for Public Performance in the School of Public Affairs and Administration, Rutgers University, Newark, New Jersey. I was on the team that developed the Network website functionality and content.
- 2007-2008 **Research Assistant**, “Internal and External Perspectives: Collaborating to Strengthen the Relevance and Utilization of Performance Measurement”, a project of the IBM Center for the Business of Government, follow-up to the Community Indicators Consortium 2005 Conference. Lead researchers Dr. Kathe Callahan and Dr. Kathryn Kloby

### Conference Papers/Posters

- “Use of Performance Measurement in Government Funding of Nonprofit Human Service Organizations: A Case Study” Midwest Public Affairs Conference, Columbus, Ohio, June 2016
- “Assessing the Effects of Local Government Fiscal Stress on Nonprofit Management” ARNOVA Annual Conference, Chicago, November 19-21, 2015
- “When Good Intentions Are Not Good Enough: Performance Reporting of Nonprofit Organizations”, American Society for Public Administration Annual Conference, Chicago, IL, March 7, 2015
- “By the Book: Financing of Municipal Libraries in Illinois”, presented at Midwest Public Affairs Conference, Fort Wayne, IN, March 29, 2014
- “By the Book: Financing of Municipal Libraries in the United States”, Association for Budgeting and Financial Management Annual Conference, October 3, 2014
- “Turning the Tables: Nonprofit Organizations Supporting Public Agencies”, presented at ARNOVA Annual Conference, Denver, CO, November 20, 2014
- “Developing Hybrid Models of Teaching Nonprofit Management”, presented at ARNOVA Annual Conference, Denver, CO, November 20, 2014
- “It’s All About Performance: Does Public Funding Indicate Success for Arts Organizations?”, presented at ARNOVA Annual Conference, Hartford, CT, November 21, 2013
- “State of Nonprofit Finance Research: Problems or Opportunities?” with Tammy Waymire, Association for Budgeting and Financial Management Annual Conference, Washington, DC, October 4, 2013
- “Implications of State Funding on Arts Organizations” presented at Midwest Political Science Annual Conference, Chicago, Illinois, April 12, 2013
- “Nonprofit Accountability: Financial and Performance Reporting of Community Foundations”, presented at ARNOVA Annual Conference, Indianapolis, Indiana, November 15, 2012
- “College Student Community Service: Analysis of Volunteer Motivations and Constraints”, presented at ARNOVA Annual Conference, Indianapolis, Indiana, November 16, 2012
- “State Grant Funding of Arts Organizations: Impact and Implications” Association for Budgeting and Financial Management Annual Conference, New York, NY, October 25, 2012
- “Keeping the Lights On While Planning Ahead: Strategic Planning for Nonprofits” with Gerald Gabris and Ph.D. student Eileen Setti, presented at Midwest Political Science Conference, Chicago, IL, April 12-15, 2012
- “Nonprofit Accountability: Financial and Performance Reporting of Community Foundations”, presented at Midwest Political Science Association Conference, Chicago, IL, April 12-15, 2012

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- “Financial and Performance Reporting of Community Foundations”, presented at Association for Budgeting and Financial Management Annual Conference, Washington, DC, October 13-15, 2011
- “Fundraising: Online Relationship Management Efforts of Nonprofit Organizations”, International Research Society for Public Management 2011 Conference, Dublin, Ireland, April 10-13, 2011
- “Online Relationship Management Efforts of Illinois Nonprofit Organizations”, Midwest Political Science Conference, Chicago, Illinois, March 31-April 3, 2011
- “Governing by Contract: The Privatization of the American Neighborhood by Nonprofit Organizations and the Effect on Citizenship”, Association for Nonprofit and Social Economy Research 2010 Conference, Montreal, Quebec, June 4, 2010
- “Citizen Participation Through Municipal Websites: A Global Scorecard”, presented at American Political Science Association Annual Conference, Toronto, Ontario, September 3-6, 2009
- “State of Ontario’s Municipal Performance Reports: A Critical Analysis”, presented at Canadian Political Science Association Annual Conference, Carleton University, Ottawa, Ontario, May 27-29, 2009
- “Useless to Useful: An Evaluation of Municipal Performance Reports”, presented at American Society for Public Administration Annual Conference, Miami, Florida, March 20-24, 2009
- “Information Technology and Public Performance Management: Examining Municipal E-Reporting”, presented at Public Performance Measurement and Reporting Conference, Newark, NJ, January 23-24, 2009
- “Online Participation and Democracy: A Case Study of Ontario’s Assembly on Electoral Reform”, presented at Online Consultation and Public Policy-making: Democracy, Identity, and New Media Conference, Moritz College of Law, Ohio State University, Columbus, Ohio, March 14, 2008
- “Results-Based Management and Public Sector Performance in Ontario: A Revolutionary Advance or Passing Fantasy?” co-authored with Dr. Frank Ohemeng, presented at the American Society for Public Administration Annual Conference, Dallas, Texas, March 7-11, 2008
- “Lessons to be Learned: Municipal Performance Reporting in Ontario”, presented at Public Performance Measurement and Reporting Conference, Newark, New Jersey, November 2-3, 2007
- “Municipal Performance Measurement Reporting in Ontario”, presented at the Institute of Public Administration of Canada Annual Conference, Winnipeg, Manitoba, August 26-28, 2007
- “Who Cares? Where are the Citizens in Ontario’s Municipal Performance Measurement Program?”, presented at the Canadian Political Science Association Annual Conference, Saskatoon, Saskatchewan, May 30-June 1, 2007
- “Municipal Government Collaboration: What Have We Learned?”, presented at American Society for Public Administration Annual Conference, Washington, DC, March 23-27, 2007
- “After the Policy is Written: Citizen Involvement in Ontario Municipal Performance Measurement Program”, presented at Atlantic Provinces Political Science Association, Halifax, Nova Scotia, September 16-17, 2006



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### Awards

- **Professor of the Year**, selected by Northern Illinois University MPA students, May 2014
- **Nominated for the Ernest A. Lynton Award for the Scholarship of Engagement for Early Career Faculty** sponsored by the New England Resource Center for Higher Education at the Center for Engaged Democracy at Merrimack College which recognizes a full-time pre-tenure faculty member who connects his or her teaching, research, and service to community engagement, May 2014
- **Principal Investigator Academy for Research and Engagement at Northern Illinois University** (2013-2014) that provides intensive and tailored, year-long training and mentoring in research, artistry, public service, and engagement to 20 junior faculty members each year.
- **Nominated for Best Conference Paper Award** for 2012 ARNOVA Annual Conference, Indianapolis “Nonprofit Accountability: Financial and Performance Reporting of Community Foundations”
- **Outcomes-Based Performance Management Summit**: Invitation-only at NYU Wagner School of Public Service in partnership with Charity Navigator for a forum on teaching and conducting research in nonprofit performance measurement in New York City (supported by the Hewlett Foundation), June 13-14, 2011
- **Rutgers Excellence Dissertation Fellowship Award** 2007-2008 and 2008-2009 offered by the Graduate School-Newark on the basis of exceptional academic merit, as evidenced by scholarly promise
- **Best Master’s Research Project Award** from the Foundation of Women Executives in Public Relations, S.I. Newhouse School of Public Communications, Syracuse University, Master of Science in Communications Management program, 2005

### Invited Talks

- September 21, 2015, presentation to the DeKalb County Mental Health Board on performance management
- July 29, 2015, speaker “Communicating Nonprofit Performance” and “Measuring Your Mission”, DeKalb County Nonprofit Day
- May 21, 2015, speaker “Mission Drift” for the DeKalb County Nonprofit Partnership
- April 20, 2015, speaker at the School of Business, Passport series, “Knowing Where Your Taxes and Donations Go: The Murkiness of Government and Nonprofit Performance Management”
- April 25, 2015, speaker at Elgin’s Volunteer Palooza, City of Elgin on “The Right People”
- March 11, 2015, Illinois CASA, webinar “Developing a Revenue Strategy: Beyond the Special Event
- January 7, 2015, Illinois CASA, webinar “What’s Your Role? Authority and Responsibility of New Board Members and Executive Directors
- February 27, 2014: Panel Discussion “Mission Based Collaboration: Making the Most of Public-Private Partnerships with Community-Based Nonprofits”, ILCMA Winter Conference, Springfield, IL
- March 19, 2014 “Strategic Planning for Nonprofits”, Breakfast Series for NGOLD/DCNP
- April 6, 2014: “Being Smart About Your Charitable Giving: A Workshop” for Smart Money Week”, an event offered for the DeKalb County Cash Coalition as part of the national Money Smart Week (Apr. 5-12)
- April 12, 2014: “Volunteers are Not Free: Trends and Tips”, City of Elgin Volunteer Palooza
- May 12, 2014: “On the Table” event sponsored by the Chicago Community Trust, a conversation with nonprofit practitioners and academics on how to build stronger ties between nonprofit organizations and universities, invited by Dr. Kelly Leroux, University of Illinois-Chicago
- June 2, 2014: Volunteer Institute, all day workshop for the Fraternal Alliance, Illinois
- September 17, 2014: “Recruiting and Managing the Millennial Volunteer”, NGOLD Breakfast CEO series
- February 6, 2013 “Strategic Planning on a Shoestring”, for the DeKalb County Nonprofit Partnership/DeKalb County Community Foundation

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- March 27, 2013 “Illinois Arts Funding: Impact and Implications”, Brown Bag lunch series for NGOLD at NIU
- May 3, 2013 “Work/Life Balance”, Women’s Conference sponsored by the NIU Division of Student Affairs
- June 13, August 22, and September 18, 2013 “Nonprofits and Relationship to Government”, 21<sup>st</sup> Century Institute, Chinese delegation, Oak Brook, IL
- August 15, 2013 “Designing/Writing a Course Syllabus” for the Fall Teaching Effectiveness Institute (TEI) sponsored by Faculty Development at NIU
- September 26, 2013 “Juggling Personal and Professional Life” for the Fifth Annual Academic Advising Summit at NIU DeKalb
- October 25 and December 6, 2013, Itasca, IL: Moderator for Legacy Project: Women in Local Government luncheon on “Leaning In to Your Career”
- November 7, 2013 The Alliance of Illinois Community Foundations overview of the Community Indicators exploratory project
- December 17, 2013 “Social Media – Connecting Government and Constituents”, Civic Leadership Academy, NIU Center for Governmental Studies at NIU Naperville
- October 19, 2012 Illinois Township Management Academy, Strategic Planning Workshop
- March 9 and 23, 2012 “Grant Workshops” for the Northern Illinois University Counseling Association, DeKalb, IL, 17 undergraduate and graduate students
- March 22, 2012 “Women's Giving: Changing the Face of Philanthropy” talk co-sponsored by the Division of Public Administration and Women’s Studies Program, Women’s History Month event
- May 15, 2012 “Effectively Using Service and Experiential Learning” for UNIV 101 Instructor Workshop, with Julia Spears, Director of Office of Engaged Learning
- October 11, 2011 “Lillian Gilbreth: Management Expert and Mom of the Dozen”, NIU Lifelong Learning Institute, Notables Lunch Lecture
- March 5, 2011 “Public Service in Society Today” Circle K (college Kiwanis Club) District Convention, NIU

### Consulting & Public Service

Consulting projects are related to strategic planning or performance management.

- 2016: DeKalb County Mental Health Board, Alliance of Illinois Community Foundations, Tails Humane Society, Genoa Public Library, DeKalb County Community Gardens, Community Foundation of Macon County
- 2015: Egyptian Theatre, Oak Crest Retirement Center, American Fraternal Alliance, Illinois CASA, City of Rochelle, DeKalb County Mental Health Board
- 2014: DeKalb Public Library, Gracie Center, American Fraternal Alliance, Egyptian Theatre, Kishwaukee United Way, Illinois CASA, Rochelle Community Hospital Foundation
- 2013: Oak Crest Retirement Center, Egyptian Theatre, Sycamore History Museum, Glidden Homestead Museum, DeKalb Public Library, Gracie Center
- 2012: Illinois CASA State Conference, HR Green
- 2011: Oak Crest Retirement Center

### Honor Societies

- *Phi Beta Delta, Zeta Gamma Chapter NIU* International Scholar Honor Society, inducted November 2012
- *Pi Alpha Alpha*, National Public Affairs and Administration Honor Society, inducted May 2007

### Membership in Professional Societies

- American Society for Public Administration (ASPA)
- Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)
- Association for Budgeting and Financial Management (ABFM)
- International Research Society for Public Management (IRSPM)

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- International Association for Research on Service-Learning and Community Engagement (IARSCLE)
- International Society for Third Sector Research (ISTSR)
- Donors Forum, Illinois state association for nonprofit organizations
- Nonprofit Technology Network (NTEN)

### Professional Service

- Local Arrangements Committee for the ARNOVA Conference, Chicago, IL November 2015
- Board Member of the Pracademics Section of ARNOVA (2014-2016)
- Manuscript Reviewer: Academy of Management Conference, Nonprofit Voluntary Sector Quarterly, Public Management Review, Public Performance & Management Review, Journal of Public Affairs Education, VOLUNTAS, Journal and Public and Nonprofit Affairs
- Member of Advisory Board, Midwest Public Affairs Conference (MPAC) 2014 to present
- Member of FASB Not-for-Profit Resource Group, to support the Not-for-Profit Advisory Committee of the Financial Accounting Standards Board, Norwalk, Connecticut (February 2012 to present)
- NASPAA Working Group (Fall 2011) Section on Budgeting and Financial Management, working group to examine the finance competencies of successful employees in nonprofit and nongovernmental organizations