

Analysis of Career Paths, Organizational Structure and Strategic Plan,

Upon Completion of the MBA Program in Public Administration

BUS 595

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## Introduction

This year, Adams State University will be granting me a Masters degree in Business Administration in the field of Public Administration. Sometimes called an MPS (Masters in Public Administration), this degree ostensibly has me prepared to serve at a senior management level in local, state, or federal government, or in a non-profit organization, if that were my career path. The purpose of this paper is to use the tools of analysis, evaluation, and strategy acquired in the MBA Program to propose the career path, organizational structure and strategic plan with potential for the most utility in terms of professional and personal remuneration..

### The study of public administration

In Woodrow Wilson's essay, "The Study of Administration," the need for a specially trained corps of individuals—separate from politics or administration—is called for. Wilson indicates the economic need for this workforce to deliver services "...with the utmost efficiency and at the least possible cost of either money or of energy" (Wilson, 1886)). Following that, Herbert Simon expanded on that thought, that this efficiency "...dictates the choice of alternatives which produce the largest result for a given application of resources" (Simon, 1945). Work in the public sector takes on a different shape than the market-based workforce. It's the difference between the delivery of goods and services to individuals because it is their right as a citizen to receive them, and delivery of those services based on their ability to pay. As Ostrom & Ostrom said, "...‘economic man’ is changed to ‘man: the decision maker’" (Wall, 2014). It is the art and science of public choice, "...with the individual as the basic unit of analysis" (Wall, 2014). It would seem the public administrator is the steward of this public choice.

A career in public service must be based on personal motivation to serve. As Jan Perkins, a city manager in Fremont, California states: "...it requires a commitment to values...and dealing with all people on an equal level" (McNabb, 2010). Another government employee warns, "Those entering (public service) for the wrong reasons will be bitterly disappointed" but if one really wants to contribute to the public good "government service can represent the single most satisfying way of translating your passion into ideas and events for improving the quality of life for scores of people (Denhardt & Denhardt, 2014).

Where does all this place me, on the spectrum of employment possibilities in the public sector? I have decades of professional experience as a visual communications creator, developer, designer, and director. A significant portion of my work has been for nonprofit or governmental organizations—these were some of the more gratifying projects in my career. These projects were linked to ideas and causes that resonate with me, such as environmental sustainability, social justice, education, and the performing arts—in addition to visual art and design.

The Myers Briggs Personality Type Indicator (MBTI) is a widely-used tool in career development. I learned, from taking this survey, that my MBTI is Introvert Intuitive Feeling Judging (INFJ); this personality type is characterized by being conscientious and value driven, regarding problems as opportunities, and being highly motivated to help others. On paper, it would seem that I'm a perfect candidate for work in the public sector. Descriptions of the INFJ personality are consistent with my experience: idealism with decisiveness, and creativity and imagination that can be directed toward a specific goal. INFJs comprise less than 1% of the population, and are generally good with written communication. INFJs flourish in areas where a lot of compassion and creativity is required—for instance, counseling, public service or even

policy making. INFJs have a knack for fluency in language,—this has always been a strength for me “Writing, counseling, and public service and even politics are areas when INFJs frequently find their niche” (Malhotra Benz & Shapiro, 1998).

#### Background and overview of my current position

My professional experience to date spans almost three decades in the field of visual communication (see “Figure A. Resume” below). My undergraduate degree in Graphic Design has proved very useful as a base for establishing myself as a designer with a solid foundation in visual theory, which has further translated into appropriate solutions for the assignments I have been given—and successful outcomes for clients. The span of my education and experience is enough to teach visual communication or to direct a communication design organization. I have spent more years as a founding director of several design offices, and as an individual freelancer, than I have in the capacity of an employee of an organization. One result of this entrepreneurial reality is a distinct variability in cash inflows from year to year, and a subsequent lack of any financial reserve such as retirement savings, because I cannot manage human resource objectives well with such inconsistency in income. In addition, while my skills and experience in this field are significant, the increased variability of my employment over the last decade has slowly degraded my professional value. Part of the challenge is my physical location in a rural area, far from any center of industry. This has contributed to professional isolation; I am not exposed to the developments in technology and innovation in my field as I would be in a place where there is more economic activity.

*Figure A. Resume*

## JULIA A. HENZERLING

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Arroyo Hondo, New Mexico, USA, 87513  
575 776 7409  
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www.henzerling.org

### EDUCATION:

- Candidate, Masters in Business Administration, Public Administration, 2015  
Adams State University
- Bachelor of Fine Arts in Graphic Design, May 1988, Arizona State University

### EXPERIENCE:

2006–present

Julie Tennant Design, Inc., Arroyo Hondo

- Creative director of visual communication projects in print, web and other media
- Handling all aspects of creative, design, art direction and project management
- Clients include University of New Mexico (2006–present) and Bioneers (2007–2010)
- Samples: [www.henzerling.org](http://www.henzerling.org)

2001–2005

The New York Times Company, New York

Managing Art Director, Special Sections; Production director; Marketing Services Department

- Oversaw design and production of over 250 sections worth \$33 million annually
- Directed on-site staff as well as over 100 freelancers
- Coordinated with sales staff, department managers, executive director and press room
- 2004 Merit Achievement Award for designing and implementing workflow improvements

2006

Russell Design, New York; Luis Alvarado Design, Irvine

Freelance senior designer, on-site and online

- Handled branding transition of corporate identity
- Designed and produced annual reports

1998–2001

Schnider & Yoshina, Ltd., New York Senior designer

- Executed print, exhibit and online projects from concept to completion
- Worked directly with primary client, Philip Morris International on identity management, promotion campaigns and arts-related literature

1992–1998

Kapr & Co.; Communication/design, s.r.o.; Posam Praha, s.r.o.; Prague, Czech Republic

- Founded and directed these three design offices
- All aspects of creative direction, project management and business operations
- Branding and collateral for multinational companies (Anderson Consulting, Arthur Anderson, Deloitte & Touche)
- Publications and promotion for non-governmental agencies (USAID, EastWest Institute, United Nations High Council for Refugees)

1987–1992

- Perolio, Inc., Chicago—Designer (1991–2, 1994–5)
- WGBH Design, Boston—Junior designer (1988–1990)
- BRS Premsela Vonk, Amsterdam, The Netherlands—Intern (1987)

My studies in business and public administration have been valuable in creating a path for transcending this professional isolation. I have more tools to view my current situation, and with more objectivity. I have newly discovered my strengths in writing and research, as well as endured my weaknesses in mathematical, formulaic problem solving. Learning about government policy making and understanding how the public sector operates has resonated with my idealistic nature and my desire to be more involved in projects having to do with the pursuit of the public good; more so than with projects that are merely capitalistic.

Elements of my personal life must be factored into any employment decision. I must weave my commitment to my teenage children and the management of a recent divorce into my plans. Any path I decide to take will have direct consequences for the individuals I'm connected with—emotionally and financially. In addition, I have a personal goal to live in Europe again, to bring my kids and continue their education there. I spent considerable time in the 1990s working and living in Prague, and during college I worked an internship in Amsterdam; these expatriate experiences are a part of my identity. I want to reclaim my life in a place with more richness and discovery in history, art, and architecture, and design. I want to continue the experience of viewing American culture from the vantage point of Europe, which I find ideologically and politically fascinating on many levels. More importantly, I want my kids to also understand and experience this richness—and the ability to consider the United States from afar—for themselves.

Three logical alternatives

There are three scenarios that I can sketch that illustrate how these three variables—my design background, my recent business education, and my family—can shape my future employment: (a) I get a job as a creative director and run a design office in a metropolitan area, (b) I get a job in non-profit, government or public organization, and (c) I create some hybrid that combines my design background with public sector work. For each scenario, I will need to consider availability of work, analyze the short- and long-term financial consequences, and fold in the work/life component--in order to compare the utility of each path in terms of professional and personal value.

*Scenario A: Find a job as a creative director*

Theoretically, this scenario would be the easiest to achieve, and would have the potential for the highest remuneration. I have 30 years of experience both at the senior management level and as a skilled designer. I will need to budget time and money for 2–3 months of work updating my web site. Although I'm mostly a visual director and less a production artist, to widen the net of opportunity I will need to learn some basic computer coding in order to communicate in the arena of user experience and front-end development, which will make me more fluent in the design and development of media—online and otherwise. Secondly, I can bring the language of marketing and consumer value to the case studies on my web site; drawing on my MBA studies, I can speak from a business-relevant perspective about the projects I've done. Thirdly, I will need to systematically search the market for either projects in visual communication or a position as a senior communication design manager, using the relevant tools of social media, targeted promotion, and optimized searchable content throughout my materials.



*Scenario B: Get a job in the public sector*

This approach is attractive in that it would be a new profession, it would most likely utilize my writing skills, immerse me in policy issues that interest me, and place me in a new and different work culture. At the same time, this path would probably involve putting in some time serving in an unpaid or low-paid internship in order to gain some experience to put on my resumé. To spend that kind of time may be impractical at this stage in my life. It's possible that contract work in research and writing would allow me to continue to freelance design work while building up to a position in the public sector that works for me. Ultimately, my sense is that it is too late in life to embark on a brand-new career, because I need more income in the short and long term.

*Scenario C: Create a hybrid of design and public sector work*

This is a path that I conceived of 15 years ago, and it makes the most sense on both personal and professional levels, while at the same time it presents more daunting challenges. In this scenario I would research issues that resonate with me, find organizations that are active in addressing those issues, and contract work with those organizations for developing the visual communications. When I consider the work I've done in the past, such as in Prague for the USAID, the United Nations High Council for Refugees, the EastWest Institute, and some educational organizations—I realize this kind of work gave me more satisfaction than corporate communications. I thought that, if I could write proposals for design and communications projects that appeal to my ideals, both the process of getting funding as well as doing the design

work would be equally motivating and fulfilling. There are design firms who have done similar things, for example WorldStudio in New York created Worldstudio Foundation, as a way to do design work for social justice. Their foundation works alongside the for-profit part of the design office (Worldstudio.com). This isn't so different than most design offices that do pro bono work—however the status as a foundation implies more involvement and dialogue with the public sector. A combination of Scenarios A and B would essentially form Scenario C.

### Strategic Direction

Given the above analysis of career paths that align with my skill sets and motivation, I have chosen to do what makes the most sense: continue to practice communication design as a self-employed individual.

Creativity as an output: [Henzerling.org](http://Henzerling.org)

The purpose of my business—its reason for existence—is my creative output. This asset is put to use primarily in the form of visual communication. Using the path of analysis above, I have settled on the most logical alternative strategies to put this asset to work with the most utility. In order to arrive at these strategies, I have chosen to assess myself as a singular professional business and organization—an organization, albeit, made up of just one person. With this perspective in mind—and taking into account the factors that make up my strengths, weaknesses, opportunities, and strengths—the decision to remain self-employed will provide the most utility to the overall organization.

As this direction has solidified through various methods of organizational analysis, three clear goals emerge: a short-term, a long-term, and an ongoing goal. As a sole proprietor, going by the name of Henzerling.org, I will harvest my skills in visual communication design for increased financial remuneration in the short term. Ongoing professional development will be part of my five-year contract, and some transition to academia, or a combination of academic and professional service, is the goal for the long term.

The care and feeding of myself as an asset becomes my sustainability plan, with its attendant operating costs. In other words, treating myself as a creative asset creates a specific agenda that becomes the basis of my operating budget. There are four areas of management: 1) the need for a harmonious work space, 2) the need for education & travel, 3) the need for enough time to balance professional work with personal life, and 4) the need for sufficient remuneration to fund all of these areas. Each is crucial for facilitating the longevity of myself as a productive asset, and requires a budget to allocate appropriate time and financial support.

#### A personal SWOT analysis

There are many more tools for evaluating my organization than I can cover in this paper. The SWOT analysis is a cornerstone piece that does the quickest job of revealing a clear direction for my professional life. My set of strengths—including a solid design education, strong creative drive, and a rich and varied professional experience to date--all lead me to the realization that I should remain self-employed. Although the study of public administration has enriched my overall worldview and given me an understanding of my professional place in the world, to begin a new career is not worthwhile in terms of realizing my creative and professional

potential. It makes more sense to build on the strengths, skills, and experience that I already have.

One of the most valuable results of conducting a SWOT analysis on myself—perhaps more valuable than the strengths—is realizing that my weaknesses are not going to be solved by wishful thinking. My weaknesses can only be minimized with action. To be blunt: I will probably never perform well in these areas, and should not think I will magically change and suddenly handle them well. This has been a valuable observation in terms of identifying threats and finding opportunities through the process of addressing them. It is more realistic and logical to get targeted, specific help with those activities that I have consistently failed at. These weak areas include sloppy financial management, impatience with learning new technology, and the tendency to be a recluse. This translates into lost revenue, missed opportunities for efficiency, and a thin list of collegial support and prospects due to a lack of networking.

Clear alternative strategies for dealing with these weaknesses are included in the SWOT analysis diagram, Figure B, below:

*Figure B. A Personal SWOT Analysis*

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Extremely strong creative drive; visionary; abundant creative energy	Sloppy with financial management	Get some assistance and systematically address the financial systems and processes needed to complete goals and objectives	Other graphic design professionals manage money better
Swiss-based design education, along with design educators and leaders as mentors in the early years of my career, have given me	Impatient with learning new technology	Develop a regular time in the week to learn new skills. Take classes and/or attend seminars or	Other graphic design professionals are more open to learning new technology; can work

a solid foundation from which to work from.		conventions at least twice per year.	faster and more efficiently
Successful upper management experience at The New York Times	Shy and introverted; tend to be a recluse	Commit to at least one organization in which it is necessary to mingle and meet new people	Other graphic design professionals may be more outgoing and perform better in meetings
Proven ability to Improve and reengineer processes [Merit Achievement Award, 2005]			
Long and varied experience in visual communication (28 years)			
Talent for solving problems quickly and effectively; strong project management skills			
Strong writing skills			
Strong interpersonal skills			
Great perspective; worldly. Lived in many places and have absorbed the collections of aesthetics and sensibilities (which translates to a broader base from which to draw creative solutions			

### The SMART filter for goals and objectives

“Backed by years of research data supporting its viability, goal-setting techniques work and work well. One of these is a widely-used technique called the SMART filter, which has been bandied about for decades. This technique attempts to define these goals in terms of their Specific, Measurable, Achievable, Relevant, and Time-Sensitive properties...

S—Simple, specific with a stretch, sensible, significant.

M—Meaningful, motivating.

A—Acceptable, achievable, action-oriented, accountable, as-if-now, agreed, agreed-upon, actionable, assignable.

R—Realistic, reviewable, relative, rewarding, reasonable, results-oriented, relevant to a mission.

T—Timelines, time-frame, time-stamped, tangible, timely, time-based, time-specific, time-sensitive, timed, time-scaled, time-constrained, time-phased, time-limited, time-driven, time-related, time-line, timed and toward what you want, truthful.

(Rubin, 2002, p. 27).”

Following the revelations of the SWOT analysis, those three goals emerge organically: 1) continuing my self-employed professional practice in the short term, specific professional development strategies as an ongoing policy (described in the “five-year contract for professional development”); 2) pursuing a Masters in Design and eventually teaching visual communication design, and 3) utilizing my knowledge and drive for public sector endeavors to realize visual communication projects for entities in social or humanitarian need, or for supporting public art & culture. These three goals are now scrutinized for their Specific, Measurable, Achievable, Relevant, and Time-Sensitive (SMART) properties. These properties are outlined in Figure C, below:

*Figure C. SMART Filter for Goals & Objectives*

	<b>1. Teach graphic design in Berlin (long-term; from 2019)</b>	<b>2. Henzerling.org: Develop lucrative design practice. (Immediately: 2015 and on my way)</b>	<b>3. Realize marketing and visual communication projects for the public sector by seeking grants and funding that is available. (Business plan sketch by mid-end 2016)</b>
SPECIFIC	By 2019 or sooner, I will get a job teaching graphic design in Berlin.	In order to achieve personal development (health, education, travel), child support, and financial goals, I	I seek to create visual communication for art, music, dance, theatre, sustainable agriculture, humanitarian

		need to make projected income from my design practice. (See "Projected Operating Expenses")	organizations, education/support for at-risk youth, urban history and design.
MEASURABLE	Steps toward this goal: 1) Research requirements and opportunities, 2) Complete training (Berlin BTK, RISD, or Basel?), 3) Prepare job search materials	I need to ensure 100 hours of work per month to make this goal	Think, research, write, and dream--while first developing the foundation for Henzerling.org [web site, marketing materials, business plan]. 2017 is the earliest to even imagine doing anything. The measure of success here is in the preparation and planning: drawings, detailed analyses, field research (e.g., trips to study German)
ACHIEVABLE	May be more feasible to be a student rather than a teacher. BTK Berlin Master in Media Spaces is an alternative strategy that is financially reasonable and the program is intriguing and relevant.	Continue work with John Atwood; this is the first viable avenue of work and professional development since moving to NM in 2006. This may finally be a possibility; to have regular design work.	The first project will be in support of the Juvenile Diabetes Research Foundation (JDRF). This will be entirely pro bono, as it is a fundraising effort. A short film with footage and animation entitled Stupid Pancreas, in which the realities, challenges, and the promise of research are explained surrounding the disease, in an appeal to support the 2016 Ride for the Cure.
RELEVANT	Teaching would be a valuable addition to my skills, and an alternative to professional burnout, as well as a way to meet people, be involved in community, and potentially gain new and different kinds of clients.	Extremely relevant to make money in my fifties, especially now that I'm divorced and have no safety net.	The relevance for these kinds projects are tied to my core sensibilities, desires, and belief systems. Altruistic in nature, their relevance is generally indicated by their function; from art to education to design.
TIME-BOUND	This will happen by the time my older daughter graduates high school, unless my younger daughter needs to stay in New Mexico for her high	Any way that I can raise funds for the girls' education, health, and travel is extremely relevant--it is already upon me.	These are long-term visionary goals; each project would take up to a year or more.

	school. The goal is 2018, fall or early 2019		
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### Vision and mission statement

The SMART goals then become a basis for articulating the vision and mission statement for the organization:

*The vision of Henzerling.org is to engage and employ myself, Julia Henzerling, as a creative asset through the profession of visual communication design. The mission of this organization is threefold: 1) to operate a profitable design practice, 2) to seek out, acquire funding, and execute design projects for the public sector, and 3) to teach graphic design at a university.*

### Accounting and financial statements

Accounting is a tool to systematically measure the success and failure of any business and academic activity. As we learned in the MBA program, there are unique properties of the balance sheet, income statement, and cash flow statement that can quickly provide a financial picture of the organization. How do the financial statements for Henzerling.org stand up to the mission of the organization?

#### *Balance Sheet, Profit & Loss Statement*

Here is our understanding of the liquidity of Henzerling.org. Can debts be paid in a timely fashion? The balance sheet will take a picture of the current moment and provide some information in answer to that question. It is the basis of ratio analysis which, in turn, provides



information about short-term solvency, debt and asset management, profitability, and market value. The balance sheet for Henzerling.org shows, first that liabilities are higher than assets. With retained earnings that situation is mitigated somewhat. It may be helpful to see a profit and loss statement (P&L), because these two documents represent different periods in time. The balance sheet represents a snapshot of a precise point in time in the financial life of Henzerling.org, while the P&L shows the report for the entire year. The balance sheet indicates financial health more broadly, while the P&L is like a report card: “While a profit and loss statement shows net income (whether or not a company is in the red or black), the balance sheet shows how much a company is actually worth. While both of these are a little oversimplified, this is often how the profit and loss statement and the balance sheet tend to be interpreted by investors or lenders (Ross, n.d.).”

In addition to the balance sheet, the Profit & Loss Statement (P&L) will report the income and expenses. For the size of this organization, the P&L is sufficient detail and replaces the need for the income statement and the cash flow statement.

*Figure D. Balance Sheet for Henzerling.org*

Reported November 11, 2015	
<b>ASSETS</b>	
<b>Current assets</b>	
Cash	\$500
Accounts Receivable	\$6,000
Inventory	\$2,000
Total Current Assets	
<b>Non-Current Assets</b>	
Property, plant and equipment	

Total Non-Current Assets	\$1,500
<b>TOTAL ASSETS</b>	<b>\$10,000</b>
<b>LIABILITIES</b>	
<b>Current Liabilites</b>	
Payables	\$750
Short-term loans	\$400
Current tax payable	\$6,000
Accrued expenses	
Total current liablites	
<b>Non-Current Liabilites</b>	
Long-term debt	\$13,000
Deferred taxes	
Total Non-Current Liabilites	
<b>TOTAL LIABILITIES</b>	<b>\$20,150</b>
<b>SHAREHOLDERS EQUITY</b>	
Difference between liabilities and assets	-\$10,150
Retained earnings	\$500
<b>TOTAL SHAREHOLDERS EQUITY</b>	<b>-\$5,150</b>
<b>TOTAL LIABILITIES AND SHAREHOLDERS EQUITY</b>	<b>\$15,000</b>

Figure E. P&L for Henzerling.org, 2015

<b>Profit and Loss Statement for the Year Ended December 31, 2015</b>	
<b>NET SALES</b>	<b>\$25,135</b>
Net sales / Gross margin	\$25,135
<b>Selling and administrative expenses</b>	

Subcontractors	\$820
Office expenses/supplies	\$9,078
Gas	\$1,586
Utilities	\$1,090
Travel	\$855
Rent	\$4,800
<b>Total selling and administration expenses</b>	<b>\$18,230</b>
<b>Profit from operations / Net profit before taxes</b>	<b>\$18,230</b>
Tax provision 30%	\$5,469
<b>NET PROFIT AFTER TAX</b>	<b>\$12,761</b>

### Finance, economics, policy

The understanding of economics, finance, governmental budgeting, and how public policy is developed is crucial. It's important to know how the world works, in order to extract relevant, timely messaging—especially in the business of visual communication design. As an ambassador to the public on behalf of a wide variety of businesses, individuals and organizations, I need to be able to demonstrate that I have a grasp of what makes these entities operate, survive, and succeed in contemporary society.

For example, while I may not be able to construct a financial strategy for an organization of an afternoon, I can, however, through the experience of the study of finance from a public administration perspective, am able to be discerning in evaluating available financial information. There is the study of financial reporting, portfolio design, efficient asset allocation and market strategy. There is also the study of firm structure and industry barriers to entry. Understanding these things are the due diligence of financial reporting. With an understanding of these fundamental concepts, I can sift through the other financial hype that flows daily from the media: “Finance has become a media event, with its breathless reporters and star anchorpersons

more often approximating Entertainment Tonight or even (at the limit) MTV. This fact of financial life could be treated as ephemeral and of minor significance (compared to the ‘real’ facts of economic principles). But financial institutions take it very seriously indeed (Clark, Thrift, Trickle, 2004).”

Of course a basic grasp of economics also helps me to understand the position of my clients; their financial health or illness, the particular market effects that shape their work, and whether their offering is still timely and of value. Since I will be the one helping to create their marketing system, it is essential to have a platform for understanding their actual, perceived, and projected position in the marketplace.

An understanding of government policy making is relevant to the specific Henzerling.org goal of realizing visual communication projects for nonprofit and governmental organizations. Knowing the basics of how government policy making is done provides a relevant platform to choose a worthy cause, really understand its issues, and construct an effective and affordable visual communication strategy. On top of that, it’s imperative to understand the nature of public budgeting and how lobbying can play a part in budget allocation.

### Organizational Plan

#### Human capital—addressing weaknesses

Henzerling.org is currently an organization of one, and that human capital represents the sum total of its offering. This may not be the case forever; I will need to find strategic partners for a range of services, both in administrative support and in collegial collaboration on projects. A proper attitude and systematic approach towards brokering services is more than just getting

some help: "...strategic human capital—namely, a workforce that is highly educated, that exhibits organization-specific competencies and experience, and that is valuable, unique, and imperfectly imitable—exhibited a better financial performance...(Abraham, 2004)." My business plan includes defining the objectives, roles and responsibilities of human capital that I must acquire to achieve my organization's three goals. Specifically, the strategic human capital needed is defined in response to the major weaknesses of the organization.

Weakness #1, Financial sloppiness: "Get some assistance and systematically address the financial systems and processes needed to complete goals and objectives." This is a very general response to the weakness, and does not serve as a definition. It's important to drill down into several targeted areas, at the least. I can think of two important areas to focus on in order to begin getting help on this: 1) The individual will create a monthly or bi-monthly system to check income, pending income, expenses, and cash flow management. This individual will maintain and report on these accounts, and be able to more easily and efficiently manage cash flow. 2) The individual will monitor both work in progress and prospects for work—and then expected cash flow from that work.

Weakness #2, Impatient with learning new technology: "Develop a regular time in the week to learn new skills. Take classes and/or attend seminars or conventions at least twice per year." Again, this is a kneejerk reaction to the weakness, and not specific enough. A deadline for professional development milestones should be in place. With a look at the cash flow of the organization, obviously the items to pursue will mostly be reading and research, since seminars and workshops are not in the budget, at least this year. Here is an actionable draft for the first year:

*Figure F. Professional Development Milestones, 2016*

<b>PROFESSIONAL DEVELOPMENT MILESTONES, 2016</b>				
<i>Objective</i>	<i>Specific topics to research</i>	<i>Resources</i>	<i>Schedule</i>	
Be informed about industry developments	the changing design process with regard to responsive design; how to manage this	Smashing Design	Complete both books and related articles by January 15	JANUARY
Acquire new skills	front end coding to better communicate with developers	Unknown	Consult with brothers by 15 February, have a plan by end February 2016	FEBRUARY
Be informed about industry developments	AIGA national issues and trends	AIGA web site	Monitor this: every other day or so	ONGOING
Acquire new skills	Creative Cloud tutorials, especially Adobe Photoshop; libraries and tools to better deal with web site development	Adobe Creative Cloud	Monitor this: every other day or so	ONGOING
Demonstrate skills and experience	Redesign my web site! The best way to put the research into practice is on the job; and my web site is almost eight years old and needs redesign and content.	Line up a developer who will work in increments, and at the right price	Draft of first phase (first collection of client work) to use to consult with developer by end January; content for first phase organized by February 15	FEBRUARY
Demonstrate skills and experience	Web site redesign		Develop beta site in March	MARCH
Demonstrate skills and experience	Web site redesign		Prepare second collection of content in April	APRIL
Demonstrate skills and experience	Web site redesign		May: Publish second collection with developer	MAY

Demonstrate skills and experience	Henzerling.org promotion		June: Design print piece to introduce	JUNE
Demonstrate skills and experience	Henzerling.org promotion		Prepare mailing list	JUNE
Demonstrate skills and experience	Henzerling.org promotion		June 2016: Mail cards and publish site	JUNE

Weakness #3, Shy and introverted; tend to be a recluse: “Commit to at least one organization in which it is necessary to mingle and meet new people.” This one is difficult, given my location in Taos. I may need to explore something in Santa Fe. Unfortunately I’m not skilled at networking and would better benefit, I think, by working on a real project. I’ve had some success with this in the past; doing pro bono work to meet people. One solution that would potentially widen my market is to pursue opportunities for volunteer design work through the architect’s office in charge of the building of my daughter’s high school in Santa Fe. Another idea is to pursue any teaching possibilities at the Santa Fe College of Art and Design.

Opportunities in Taos that would force me to interact with the art community could include volunteer work on The Paseo project, and continued graphic design support for the theatre community. When the budget allows, I will get to a national conference, with a focus on media and education.

#### Five-year contract for professional development

In the same way that a budget is like a road map for operations—with articulation of the expected duration and cost of projects, deadlines for development and execution of projects, and expected remuneration—a contract for professional development should provide similar detail

about how the organization will accomplish objectives. The contract is more an overview of the goals to be realized in a five-year period of time, while the Professional Development Milestones is a yearly schedule that drills down into each goal and plots the milestones on the calendar. It's also helpful to view some personal goals along with the professional.

*Figure G. Five-year contract for professional development*

First year 2016	Second year 2017	Third year 2018	Fourth year 2019	Fifth year 2020
TECH AND TRAINING	RESEARCH DESIGN SCHOOLS, STUDY GERMAN	DESIGN SCHOOL, DESIGN PRACTICE IN BERLIN	DESIGN SCHOOL, DESIGN PRACTICE IN BERLIN	DESIGN SCHOOL, DESIGN PRACTICE IN BERLIN
Achieve a working knowledge of CSS coding in terms of how to communicate efficiently with programmers, to help with troubleshooting errors in our web site development, and to do some Wordpress tasks myself.	Take a summer intensive German language program	Be in school for a masters in design	Working design practice includes clients from network of school colleagues, from the expat community, and from German community organizations that I will be involved in.	Summer classes in Basel, teaching or attending as a student
Regularly read and train on existing tools such as Adobe Creative Cloud, Trello, and Slack. Commit to at least ten minutes each work sessions to learn something.	Prepare evaluation of design education with identification of which elements I can teach most effectively for today's students of visual communication	Have residency established in Europe, finishing school and preparing for teaching	Teaching practice provides a base of income and is a wellspring of professional creative regeneration and rejuvenation	
Attend an Adobe CC workshop	BTK Berlin: Research the Media Spaces program			



Find a reliable go-to learning organization to get up to speed on the latest programming trends and issues	Research and find solutions for financial aid and/or loans for school			
Publish my redesigned, living web site	Take a month-long workshop at RISD or School of Visual Arts or the School of Arts and Crafts in Basel, Switzerland, and/or a representative class at BTK Berlin			
Dance concert June	Tap workshop Christina Delius in Berlin	Olivia will be a freshman in high school	Girls move to Europe with me?	Sally university in England or Europe
100-mile bike ride November		Sally will be a senior in high school		Olivia in high school in Berlin

### Projected income and expenses

A summary of projected expenses can be matched with the timeline of the yearly objectives. When I compare this to the P&L of Henzerling.org for 2015, I can see that I will need to work towards doubling that income, in order to be on track to achieve the organizational goals. My organizational plan is based on steady increments each year, over the course of five years. With consistent focus on the strategy of professional development, all three goals can be realized: 1) The Henzerling.org design practice will continue to grow and become increasingly discerning in selection of projects, 2) Design education is attainable; I can research logistics and financial aid over the next couple years, and by 2018 be ready (and have my kids be ready) for the jump to Europe, and 3) Projects for community, arts, and nonprofit organizations will unfold as appropriate opportunities arise.

*Figure H. Projected Operating Expenses*

*Note: “Family Expenses” will become variable in 2017 and 2018, when there is the relocation to Europe from New Mexico.*

<b>PROJECTED OPERATING EXPENSES</b>						
		<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<i>\$/month</i>	<i>\$/year</i>	<i>\$/year</i>	<i>\$/year</i>	<i>\$/year</i>	<i>\$/year</i>
<b>HEALTH</b>						
Medical expenses	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Dance instruction	\$200	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400
<b>EDUCATION &amp; PROFESSIONAL EXPENSES</b>						
BTK Berlin guest student				\$5,000		
<i>BTK Masters in Media Spaces</i>				\$20,000		
RISD				\$46,000		
SVA				\$34,000		
Henzerling.org expenses/budget	\$350	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400
<b>TRAVEL</b>						
Twice yearly, 3x tickets		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
<b>FAMILY EXPENSES (rent, food, bills, life)</b>						
	\$1,500	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
<b>TOTALS</b>	<b>\$4,050</b>	<b>\$33,800</b>	<b>\$33,800</b>	<b>\$53,000</b>	<b>\$33,800</b>	<b>\$33,800</b>

Measures of success

There are three areas of life that will be measured as benchmarks for the success of Henzerling.org: a) family stability, b) financial growth, and c) serenity. The first, stability, involves a financial liquidity that will be necessary for access to desired education and activities for myself and my girls. Health, education, travel, and living expenses are reasonably met and the process is sustainable. Travel, for example, is accessible to the tune of 2–3 trips per year, such as two in Europe and one to visit the United States, when we move to Germany. The second, financial growth, goes beyond the operational budget for goals and objectives and makes it possible to plan for the financial needs of the future, such as expected cost of old age or possible infirm conditions. The third measure of success, serenity, has to do with how much and what work I choose to do. The workload will be such that I can keep a balance between personal and professional endeavors. I will choose projects and colleagues in which the relationships I am engaged in are positive, and in which I find passion in the message or the mission. Serenity is the most important measure of success, because when I am inspired and fed spiritually by the work I choose to do, it recreates energy for yet more and better experiences. Stability, financial growth, and serenity are the measures of success and the necessary components for longevity of the creative asset that is Henzerling.org.

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