

To: Professor Naff
Memo#2: Upwardly Global: Building a Model for Assisting Immigrant Professionals
From: Rosalie Beauchamp

Summary:

Due to both personal and professional motives, Jane Leu, a driven social entrepreneur, was accomplished in her career. Leu's experience stemmed from her authentic passion for advocacy and career development for refugees in the United States. As an assistant executive director for Lutheran Immigration and Refugee services, she witnessed that refugees who once had professional jobs in their country of origin were not able to assimilate their skills as quickly, if at all, in the U.S. job sector. Consequently, she established a non-profit agency that gave opportunities for professionally skilled refugees who sought a chance to pursue their skills in the United States. Leu poured her heart and knowledge of non-profits into Upwardly Global, an agency that assisted refugee professionals to realize their career goals in the U.S. "UpGlo" was soon to expand its San Francisco based office into offices nationwide, starting in New York City.

Issues/Decisions Made:

Leu considered the structure of "UpGlo" as one that the U.S. government would unlikely fund. In comparison to (LIRS) that aimed to put refugees immediately to work, she did not think that the government would consider funding her program. Leu simply assumed that "the government's responsibility might not extend beyond basic levels of assistance" (Huscock, 2005, p.6). Instead, Leu modeled "UpGlo" through the structure of private placement services and relied on funding through fees, support from corporations, private foundations and individual donors (p.9). While "UpGlo" appeared successful, their job placement statistics barely reached 40% from 2000-2005. Leu's decision to forego government assistance through government grant funding demonstrated a potential negative impact on "UpGlo." It could be suggested that "UpGlo" would have a better chance of survival if the agency were able to network or join forces

with other agencies that received federal funds. Furthermore, “UpGlo” would have been able to identify “UpGlo’s” issues through a needs assessment. Kawata (2007) recommends that non-profits should undergo a needs assessment in order to identify gaps inefficiencies in the organization. Lacking strategic insight, “UpGlo” proved to be unsuccessful within its job placements and its overall success. A Stanford Consulting team identified this gap of service provision and predicted that “UpGlo” would operate in a deficit if the agency expanded nationally and grants were not utilized to support its growth. Based on the consultation, it looked as if “UpGlo” may need to undergo strategic restructuring to survive, this could possibly be done through partnerships with other non-profit placement agencies. Kohn & Piana (2003) reason that non-profits seek partnerships in order to save resources through funding support and to maintain a wide enough service base to increase its longevity and stature within the community.

Repercussions:

Leu decided to follow her vision and continue the national growth of “UpGlo” without the procurement of partnerships or networks. Moreover, “UpGlo” continued to operate on private funding without government assistance. Agranoff (2006) contends that networks can provide additional members to the organization as well as increase resources (both of which “UpGlo” desperately needed). Poor strategic decisions led Leu’s agency on the frontlines of funding issues and the absence of solidarity as far as other agencies were concerned. Based on Leu’s decisions, “UpGlo” would operate alone, with low success rates and no other services to fall back on as far as funding was concerned. If “UpGlo” were to expand its service perimeters, or join another non-profit such as LIRE, it may have a better chance of survival. Leu would be able to see her non-profit flourish, without fear of losing funds because the service base would be expanded to allow grants and offer a variety of different employment services through networks and partnerships.