

California State University San Marcos

Proposal

Nonprofit Management and Leadership Professional Certificate

Submitted to:

The CSU Commission on the Extended University

2015-2016

Karen S. Haynes _____ Date: _____
President

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Dean of Extended Learning

Lead Proposer:

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Project Abstract

The state of the Nonprofit Sector in San Diego County, reflects that there are over 10,000 organizations, employing over 100,000 individuals. The predominant number of employees in the sector are employed in the following subsectors: Health and Hospitals-33%; Education-34%; Human Services- 20%. Also noteworthy is the increasing San Diego presence of international nonprofit organizations and nonprofits with a military/veteran focus, and the absence of any nonprofit certificate programs based in and specifically serving North County San Diego.

California State University San Marcos (CSUSM), College of Education, Health and Human Services, is the leader in undergraduate and graduate education in these fields in North San Diego County, with over 2500 students enrolled annually. The Office of Community Engagement has established relationships with more than 300 nonprofit organizations. The Department of Extended Learning is the leader in professional certificate programs in North San Diego County. The Department of Human Development currently has a faculty/lecturer with extensive operational and teaching experience in management and leadership of nonprofit organizations. This certificate will provide unique and responsive training that will prepare the next generation of managers and leaders of the San Diego and California nonprofit sector. The certificate will also meet the following objectives for the Commission on the Extended University:

- Meet California's economic and workforce development needs
- Increase access to educational opportunities by serving broader communities
- Develop alternative instructional delivery systems
- Creatively develop new programs
- Provide personal and lifelong learning opportunities
- Support international educational experiences

Project Description

Stated Need

Recent reports on the state of the Nonprofit Sector in San Diego County, reflect that there are over 10,000 organizations, employing over 100,000 individuals. These organizations represent over 13 billion dollars in annual revenue and nearly 20 billion dollars in total assets, representing almost 10% of the total economic impact of nonprofit organizations in California. Despite the recession of recent years, since 2008, the number of nonprofits and their employees continues to increase in San Diego by 24% and 42% respectively. In addition, San Diego has experienced an increasing presence of veteran oriented nonprofits serving the four military bases in the area and the large number of veterans residing in the San Diego area. In addition the growing populations and relations with the Pacific Rim have resulted in an increase of international non-governmental organizations (250) present in the San Diego area. It should also be noted that there are no Nonprofit Certificate programs serving North San Diego County and southwest Riverside County, the geographic service area of CSUSM. The closest California State University program is at Northridge, more than 50 miles away. Private university programs are predominately located 40 miles south in the City of San Diego.

The major need addressed by this certificate program is to develop and equip a new generation of nonprofit leaders, able and competent to respond to an increasingly complex, dynamic, and challenging management environment in San Diego and throughout California. This proposal also addresses the numerous objectives as set forth by the CSU Commission on the Extended University.

First, it addresses California's economic and workforce development needs by identifying and developing competent leaders to replace the generational turnover in leadership in nonprofit organizations. Second, by offering this certificate in North County San Diego, CSUSM will be serving a broader constituency, filling a gap in such training in this geographic region and beyond.

Third, an alternative instructional delivery model of this training will be implemented via on line course alternatives, also facilitating the recruitment of interested participants from far and wide.

Fourth, this uniquely designed training program will provide a creative new program approach, integrating specialty focus areas such as the emerging veteran oriented nonprofit organizations and social enterprise with traditional management emphasis.

Fifth, this certificate will provide a lifelong learning opportunity of continuous learning and skill development in management and leadership for practioners who are at an oportune point in career and professional development.

Finally, the program will support an international educational experience as it addresses working with international non- governmental organizations.

Program Goal and Objectives

The major goal of this project is to develop a Certificate Program in Management and Leadership of Nonprofit Organizations. In order to accomplish this goal the following objectives and outcomes will be accomplished:

- 1) Establish an Advisory Council with representatives from CSUSM Dept of Human Development, School of Business (Management), CSUSM Extended Learning, and CSUSM Department of Community Engagement, and Nonprofit Management Solutions.**
Measure/Outcome: Establishment of monthly meetings to receive input about the design and curriculum of the program.
- 2) Plan, design and develop program curriculum. Measure/Outcome: Completed Curricula**
- 3) Establish admission criteria for prospective students. Measure/Outcome: Developed Admissions Criteria.**
- 4) Advertise and market the new certificate program. Measure: Marketing efforts/activities; number of inquiries and registrations.**

Project Timeline

<u>Objective</u>	<u>Proposed Completion Date</u>
Establish Advisory Council	Spring 2015
Plan/Design Curricula	Spring/Summer 2015
Establish Admission Criteria	Fall 2015
Advertise/Hire Faculty	Winter 2015
Begin Cohort 1	Spring 2016

Implementation Plan

The project will seek to leverage a unique set of competencies and opportunities represented by the key institutional and individual participants in the implementation process.

California State University San Marcos, College of Education, Health and Human Services,

is the leader in undergraduate and graduate education in these fields in North San Diego

County, with over 2500 students enrolled annually. The Office of Community Engagement

has been a leader in establishing relationships with the nonprofit sector with over 300

organizations currently working with the University in the placement of students in

Internship, Community Service Learning, and Volunteer positions. The Department of

Extended Learning currently provides a wide array of professional certificate programs, and

is the leader in North San Diego County in this regard. Nonprofit Management Solutions

currently provides more than 200 professional develop programs to the nonprofit sector throughout San

Diego County annually.

Significantly, the mission of California State University San Marcos will be enhanced by this Certificate, , furthering the rich tradition of community engagement and partnership, while providing innovative academic

and practice excellence that directly and positively impacts nonprofit organizations and their services in the community.

It is projected that this certificate will consist of 2 required courses and 3 elective courses resulting in a certificate that can be completed in a two year time period or less. The specific course focus areas will be as follows:

Required Courses (minimum two courses)

1) *Nonprofit Management Principles and Practices*

This course will be the cornerstone course, providing an overview of the certificate experience, current and emerging trends, critical and emerging issues, and case studies of critical focus areas.

2) *Executive and Board Leadership and Governance*

This course will emphasize the need for new and dynamic leadership and governance approaches in the nonprofit sector. The concept of “Leading Change” will be explored, along with how to support organizational development, growth and sustainability.

3) *Legal/Ethical Issues and Risk Management*

This course will focus on the increasing legal, regulatory, insurance, and accountability demands increasingly impacting nonprofit organizational functioning and compliance. The course will also explore the ethical issues and expectations of the nonprofit sector.

Electives (minimum three courses)

1) *Resource Development: Proposal, Grants, and Contracts*

This course will provide a new emphasis on cultivating, prospecting and developing proposal and grant resources. In addition, the special aspects of successfully pursuing government funding, at all levels.

2) *Communications*

This course will address the changing landscape in communicating mission and message. The changing landscape of cause related vs. agency related marketing, and increasing influence of social media will be

explored, along with bringing a new approach to special event efforts.

3) *Financial and MIS Management*

This course will provide the financial knowledge and skills necessary to effectively manage a nonprofit organization. Budgeting, auditing, forecasting, contract performance in a unit cost environment will be emphasized.

4) *Human Resources: Employee and Volunteer Supervision and Development*

This course will provide an update on the current critical issues and regulations impacting human resource management, especially in an increasingly litigious and regulatory environment. Changing volunteer interests and expectations, and unique management challenges, will also be explored.

5) *Social Entrepreneurship and Earned Income Strategies*

As charitable giving has changed, there has been an increasing need to incorporate business like approaches to create customer value and market related strategies to compete effectively and create self-sustainability. This course will focus on how to integrate such skills and competencies in a mission driven environment.

6) *Special Focus Issue: Veteran and Military Services and International Nonprofits*

San Diego is a major geographic center for veteran and military issues. The increasing nonprofit sector approach to addressing these needs, in a complex political, cultural, and concrete need/resource environment, present a unique set of challenges that require a special concentrated course approach to articulate and understand.

7) *Special Focus Issue: International Nongovernmental Nonprofits*

This course will focus on the needs of this emerging San Diego sector, which requires a special focused understanding and implementation strategies related to cross cultural, logistical and legal factors. Faculty and Lecturers will develop, teach and coordinate courses offered in the program. Classes will be conducted using a combination of in classroom and on line teaching approaches.

Project Developers

The following individuals will be involved in the coordination and development of the program: CSUSM Faculty/Lecturer – Dom Betro, MSW. His background is in teaching Human Service Management, Leadership and Social Entrepreneurship at California State Universities at San Marcos and San Bernardino; Notre Dame University (South Bend, IA); La Sierra University (Riverside); and University of California, Riverside. Since 1985, Mr. Betro has also been the Chief Executive Officer of Family Service Association, a large and leading nonprofit organization in Riverside and San Bernardino counties.

Serving as a Project Developer for the program will be Lenore Lowe, M.Ed. Since 2010 Ms. Lowe has been the Executive Director of Nonprofit Management Solutions, a nonprofit resource organization that has designed and implemented continuous learning programs for hundreds of nonprofit organizations and thousands of nonprofit leaders throughout San Diego County since 1984.

CSUSM Administration will be actively involved in the review and progress evaluation of the project as represented by: Janet Powell- Dean and Denise Garcia- Associate Dean, College of Education, Health and Human Services. Alice Quiocho, Director, Director, Human Development Department and Erika Ervin, Program Administrator, Extended Learning, will also be actively involved in this project.

Mr. Betro will develop the course and course syllabi, which will be presented for feedback and approval to the Advisory Council. Extended Learning will support the development of the program and assist in the marketing and recruitment. Ms. Lowe will assist with all development aspects, and most importantly with insuring relevance to the needs of the San Diego nonprofit sector.

Project Impact

Once established, this certificate program will become on going and self-sustaining. The program will become the primary continuous management and leadership learning choice, for practioners in the nonprofit sector from a 3 county area. (San Diego, Riverside, Orange). The long term impact will be the provision of a competent and well trained nonprofit management workforce, capable of addressing the emerging leadership needs of the California nonprofit sector.

Dissemination Plan

The significant and critical relationships with the nonprofit sector established by CSUSM, and the added presence of the Nonprofit Management Solution Center in the project, will enable an instant credibility and reach into the nonprofit sector and potential participants. The cutting edge nature of the courses, such as Social Enterprise, Veteran and international focus, will be an enticing and responsive approach to emerging nonprofit sector learning needs. Finally, the on line course alternatives to be developed will extend the geographic and sub sector reach of this certificate program.

Evaluation Plan

Evaluation will be a critical component to determine the effectiveness of this program. We will constantly be evaluating student learning outcome progress in the individual courses and overall certificate experience. Student evaluations will also be critical to informing our progress. The Advisory Board will also participate in a review of the evaluation results. Finally, the San Diego nonprofit sector, especially organizations with participants in the courses, will also be surveyed to assess their opinion.

Budget

Project Coordinator- 6 units	\$10,000	Coordinates overall Program Development Insures Objectives are met
Curriculum Developer	\$10,000	CSUSM Faculty Curriculum Development
Curriculum/Program Developer	\$5,000	Non Profit Management Solutions
Benefits/Taxes @ 40%	\$5000	Per University rates
Supplies/Printing/Postage	\$5000	Books, Materials, Mailings
Marketing/Advertising	\$15,000	Flyers, Web Marketing, Outreach
TOTAL	\$50,000	



January 14, 2015

To: CSU Commission on the Extended University

From: Lenore Lowe, Executive Director, Nonprofit Management Solutions

Re: Nonprofit Management and Leadership Professional Certificate Proposal Support

While it's not uncommon for people working within San Diego's nonprofit sector to have achieved credentials and gained experience in specific areas of service-related study such as social work, education, healthcare, or environmental studies, it's far less likely that these nonprofit practitioners have had any professional training in the management and leadership of nonprofit organizations. As the sector has evolved and the context for service delivery shifts, new mandates, roles, and expectations require specialized professional development.

The extended learning program at CSUSM is uniquely positioned to provide this specialized study through the development of a Nonprofit Management and Leadership Professional Certificate. Currently there are no options for this type of professional development in North County, although there is a growing demand for skilled nonprofit managers and leaders. Nonprofits across the County have been adding positions as the economy improves and leadership succession accelerates as the baby boom generation of nonprofit leaders retires.

Nonprofit Management Solutions supports the development of the Nonprofit Management and Leadership Professional Certificate program to serve North San Diego County. The addition of the certificate program will increase the available opportunities for nonprofit practitioners to become better managers and leaders, in turn building the capacity of their organizations to achieve greater mission impact.

Nonprofit Management Solutions provides training, consulting, and coaching for the region's nonprofit sector. Since incorporating in 1984, NMS has helped more than 100,000 nonprofit professionals and volunteers achieve their organization's missions through programs and services that focus on achievable and measurable results. We are committed to partnerships with organizations and institutions supporting the professional growth people working to improve our community.