

# NONPROFIT *notes*

## Congratulations Graduates!



The Institute is pleased to recognize 15 graduates receiving their Masters of Nonprofit Administration. The graduates are: Priscilla Alaniz, Arthur Bosse, Kirah Caminos, Kristi Davis, David Hartman, Kevin Hickey, John Hirschberger, Andrea Manion, Daliah Masehian, Veronica Medina, Nancy Moody, Jason Morris, Michael Payne, Julia Ratti, and Meredith Terrell.

*Some of the members of this year's crop of Masters in Nonprofit Administration graduates. (l-r): Nancy Moody, Veronica Medina, Andrea Manion, Kristi Davis, Meredith Terrell, Kevin Hickey, Jason Morris, Arthur Bosse*

## Mapping California's Nonprofit Community

### Have you ever needed to know...

- ◆ Where nonprofit capacity is lacking in California?
- ◆ How many nonprofits are located in underserved communities in your area?
- ◆ Where your grantees are in relation to existing community resources?

Answers to these questions are available through community asset maps of California's nonprofit sector. See page 3 for more information on this new services of the California Nonprofit Database.



## A Message from the Director

**D**emand for transparency and accountability in the nonprofit sector continues to grow. Expectations among public officials, the press, foundations, donors, and the general public are part of the trend. The very existence of the sector requires trust and confidence in its people and organizations. Erosion of trust helps fuel calls for greater accountability.

Last month, when the former chief executive of the United Way serving metropolitan Washington, D.C., was ordered to spend 27 months in prison and repay \$497,000 of the funds he defrauded from his employer, the story appeared in newspapers as far away as Anchorage, Alaska. The newsworthiness of that story arises from the critical role that public trust plays in the daily operation of nonprofits. Such stories generate support for increased regulation of nonprofits. In the next issue of this newsletter, attorney Tom Silk will discuss legislation proposed by California Attorney General Bill Lockyer and introduced by Sen. Bryron Sher (D-Stanford) that is now being debated in Sacramento.

The problem of trust involves more than ethical lapses. Demands for transparency and accountability also reflect public uncertainty about nonprofit effectiveness. Several of the foundations that helped found Grantmakers for Effective Organizations in 1997 are encouraging nonprofits to focus on achievement of measurable results. Of course, not all nonprofit misdeeds and goals readily lend themselves to measurement. Nevertheless, nonprofit boards, staff, and funders are increasingly

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# Faculty Profile: Tom Courtney

*Tom Courtney has taught Financial Management in the nonprofit administration programs at USF since 1986, when he graduated with the first cohort receiving their master's degrees in nonprofit management from USF. He brings a wealth of experience as both a practitioner and teacher of nonprofit financial management to his instruction.*



**“Through one course, not only do the students change, but you actually see their organizations change. It doesn’t get any better for an educator.”**

—Tom Courtney

**A**fter receiving a bachelor's degree in accounting during the Vietnam War days, Tom headed to San Francisco and took a job with the American Friends Service Committee. He continued his activist ways by working with the United Farm Workers Union during their strike years and with the Center for Independent Living in Berkeley during the height of the disability rights movement. “I

was following my passion,” Tom says. Since then, he has worked in higher education, youth services, and environmental education. Two years ago, he started his own practice in financial management consulting for nonprofits.

According to Tom, “the wonderful thing about teaching in the MNA program is that, not only are you educating individuals, but those folks who are managers are taking that information and applying it to their own organizations. Through one course, not only do the students change, but you actually see their organizations change. It doesn’t get any better for an educator.”

Tom loves the combination of teaching and practice. “I think it makes me a better teacher to have that ongoing day-to-day practical experience,” he says, “but it also makes me a better practitioner because it forces me to learn beyond just what’s necessary for my own job. It forces me to learn about the whole sector.”

When asked what he believes nonprofit managers need to know about financial management, Tom stresses that a focus on the basic tools of financial analysis is important but not enough. A core responsibility for senior managers is to interpret and communicate the organization’s financial situation to important stakeholders like the board, funders, and staff. Another core responsibility is planning and budgeting. According to Tom, “budgeting is not really a numbers exercise, it’s orchestrating a planning process.”

As both a graduate of and instructor in the nonprofit master’s degree program at USF, Tom understands what students face. “It’s very challenging for an adult who’s working fulltime to add school on top of that, but [now] I see that it was a time in my life that I was able to devote to personal and professional growth. I look back on that as one of the greatest gifts I ever gave myself.”

Tom believes earning the nonprofit management master’s degree had a significant effect on his career. “I entered that program at a time when I had just taken on a new job that was very challenging as director of administration and finance. I had a lot of experience on the finance side but not on the administration side, and I was very hungry for knowledge.” Since graduation, he says that all of his employers have highly valued, and some have required, the master’s degree.

Tom feels that an added benefit of USF’s nonprofit degree and certificate programs is that entire organizations are positively impacted by what graduates bring to their work. “The program has had a huge impact on organizations in the Bay Area,” he says. Tom concludes by saying that he “can’t think of a better way for an organization to develop senior managers than to support them through the MNA program.”

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trying to assure that nonprofits make efficient use of their limited resources, and accomplish what they intend.

At USF, we have responded to that trend by modifying the Master of Nonprofit Administration curriculum. One change involves the capstone requirement. In the past, students met that requirement either by taking a comprehensive examination or preparing a research thesis. Students choosing the thesis option took courses in research methods and statistical analysis.

In the revised curriculum, all students now take courses in research, evaluation, and statistics. That equips MNA graduates with additional analytic methods of use in a time of greater public scrutiny. The revised capstone requirement offers students a new choice: students prepare either a traditional research thesis, or an evaluation study for an actual client.

The two capstone options serve different audiences. The thesis makes an original contribution to scholarly or professional research literature. The evaluation helps a nonprofit executive decide whether a program or project should be started, changed, or ended. The thesis addresses a gap or controversy in existing literature on nonprofits or philanthropy. The evaluation helps the client make a better-informed decision.

The evaluation option serves other goals as well. It requires students to integrate and apply lessons learned in other MNA courses. It provides experience at working with professional clientele. (Many of our graduates become consultants.) Preparing an evaluation enhances students’ written and oral presentation skills, as they communi-

cate usable findings and conclusions to actual decision-makers.

Would you like to be the client for an MNA capstone project? Would your nonprofit like to commission a student to collect and analyze data, and prepare a needs assessment or a formative or summative evaluation? If so, please let me know.

## Work in Progress

The Community Technology Foundation of California (CTFC) awarded the Institute a grant to solicit innovative academic research and analysis on the use of information and communication technology in the nonprofit sector. Fifteen authors with expertise in nonprofit studies have proposed papers which will be gathered for an edited book on the topic. Drafts of the papers will be presented at a symposium in San Francisco this fall.

# Recent MNA Thesis Research

## *Heeding the Call to Action: Public Policy Engagement for Children*

By Kevin Hickey, MNA '04

**S**trengthening the capacity of child-focused advocacy coalitions is key to building a stronger voice for children. Unfortunately, too many calls to action are left unheeded, weakening the collective force of coalition members in their efforts to foster safe, healthy, successful lives for children. Coalition members are influenced by a myriad of factors in deciding to respond to calls to action. This project examined a central factor in all behavior – the motives behind it.

Why do individuals from public charities choose to join child-focused advocacy

coalitions? Is there an association between a member's motivations for joining and their responsiveness to calls to action? What is the relationship between members' motives, advocacy activity, and other factors, including the members' role in the coalition, job function, official duty, and the size of the organization?

In order to answer these questions, surveys were mailed to 400 randomly selected members of four child-focused advocacy coalitions in California, yielding a valid response rate of 36.8%. The study found that coalition members, especially core members, had altruistic motives for joining – to serve, benefit, and achieve broad goals for others. A highly significant positive correlation between motive for joining and advocacy activities indicates that members who joined for altruistic reasons were more likely to respond to calls to action.

By contrast, financial preservation of their own organizations played a small role, at best, in members' decisions to join coalitions, and was weakly associated with their

advocacy activity. Though improving revenue was not a key motivator to join, it did have a significantly stronger influence on decisions to remain with coalitions. There were no significant relationships between responsiveness to calls to action and members' role in the coalition, job function, official duty, or organizational size.

The evidence also illustrated that there were "tried and true" advocacy tactics in place, such as endorsing letters and participating in rallies. These tactics stood out as frequently utilized in calls to action and frequently heeded by coalition members. Also, when a coalition member acted on a public policy matter, the evidence shows that they were engaged with elected officials twice as much as with government bureaucrats.

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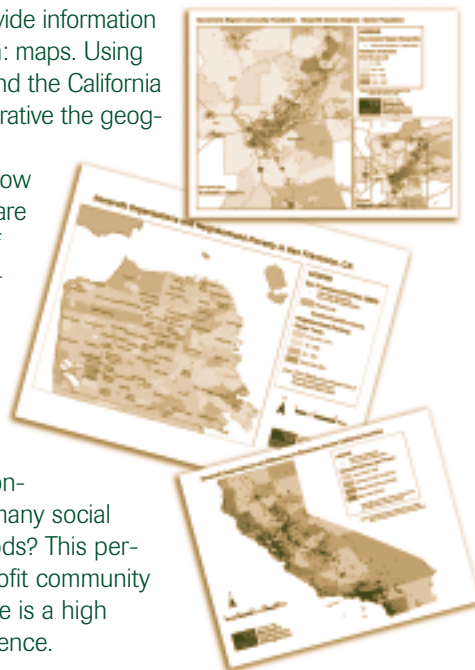
*Kevin Hickey is the Work Resource Program Coordinator in the Youth Department at Jewish Vocational Service. If you would like more information regarding this study, he may be contacted at 415/336-7123 or via email at kevinphickey@yahoo.com.*

## Mapping the Assets of the Nonprofit Sector

**T**he Institute now has the capacity to provide information about the nonprofit sector in a new form: maps. Using computer mapping software, census data, and the California Nonprofit Database, we can graphically illustrate the geography of the sector—an approach known as asset mapping. We use different colors to show such things as where centers of population are located or where there are concentrations of poorer individuals, and then put the computerized equivalent of a pin at every address where there is a nonprofit. These asset maps are useful ways of presenting information on many topics.

Which communities are relatively rich in arts organizations? Where are there high concentrations of recent immigrants and how many social service nonprofits are in those neighborhoods? This permits funders, public officials, and the nonprofit community to easily identify neighborhoods where there is a high demand for services but low nonprofit presence.

We have worked on maps for foundations, nonprofit management support organizations, and others, tailoring the design and analysis to fit their needs. Does this sound like something that would be useful to your organization? Contact Kevin Rafter at 415-422-2336 or kmrafter@usfca.edu for information about designing a map to fit your needs.



## Institute for Nonprofit Organization Management

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Please visit our website, [www.usfca.edu/inom](http://www.usfca.edu/inom), for more information about our education programs, research on the nonprofit sector, and supporting the Institute.

# Alumni & Student NEWS

Three new members have joined the Nonprofit Management Alumni Society Board: MNA alums Edna Cassteel and Michael Payne, and Development Director Certificate alum (also current MNA student) Patrick Heryford.

The Alumni Society will sponsor two networking and outreach events in the fall, one in the East Bay and the other in Marin County. Watch your mailbox for your invitation.

The Institute has started posting abstracts of MNA theses on the web at [www.usfca.edu/inom/research/theses.html](http://www.usfca.edu/inom/research/theses.html). Would you like to see your work included? If so, please send a one page abstract to Kevin Rafter by email: [kmrafter@usfca.edu](mailto:kmrafter@usfca.edu).

If you haven't requested the latest version of the Nonprofit Management Student/Alumni Directory (2003-2004), you can do so by calling Anne Fermin at 415/422-6867 or emailing her at [inom@usfca.edu](mailto:inom@usfca.edu). Directories are only mailed out to those who request a copy.

MNA grad **Ian McCuaig** has been promoted to director of development and marketing at Ronald McDonald House in San Francisco. With the assistance of staff and board colleagues, he achieved a 34% increase in the annual fund while decreasing direct fundraising expenses by 20%. Way to go, Ian!

Executive Certificate alumnus **Michael Sowle** writes that in the last 12 months he has guided the Rockwood Leadership Program from being a project of the Tides Center to independent

501(c)(3) status. You can check out the program at [www.rockwoodleadership.org](http://www.rockwoodleadership.org). Michael recommends the training to anyone at USF/INOM.

MNA alum **Rachel Jackson** has been appointed director of the Clark Fund, which is one of the advancement programs at Clark University in Worcester, Mass. She oversees the annual fund and is responsible for fundraising from alumni, parents, and friends. Rachel received her B.A. from Clark in 1993.

MNA alum **Georgia McDaniel** has retired from her position as manager of the Peninsula Nonprofit Center at the Peninsula Community Foundation and is investigating part-time work in communications or information and referral. Georgia had a nationwide impact as a frequent contributor to the ARNOVA listserv, where she answered numerous requests for information on nonprofit research posed by list participants. Her active presence as a fount of nonprofit knowledge will be greatly missed.

Executive Certificate alum **Suzanne DuBois** reports that she has returned to teaching but finds that her nonprofit training has helped in many ways. She is the membership chair and the bargaining chair for her teachers' union in Vallejo, and her biggest challenge as chief negotiator will be to maintain teacher rights and pay while maintaining a quality education for students.

MNA alumna **Amanda Cauldwell** says that she ended one year of mostly blissful unemployment (highlights

included visiting Burma and Singapore) with an appointment to the newly created position of Arts Education Initiative director. The Initiative, based at UC Berkeley's Graduate School of Education and working with five northern California teacher credentialing programs, is working to infuse the arts throughout K-12 education. Amanda thanks fellow MNA alumna **Taun Miller Wright**, director of foundation relations at UC Berkeley and co-chair of the Initiative, for her invaluable assistance in making this appointment possible. Hooray for networking!

Executive Certificate alum **Daniel Dadoun**, executive director of the Mid-Peninsula Boys & Girls Club, has opened Turnbull Learning Academy, a new club site serving more than 125 children daily, and has completed a capital campaign raising \$8.6 million to open another site in Bayshore (Daly City) called the Delue Boys & Girls Club. He is also in the process of finalizing unification between two boys and girls clubs in San Mateo that will create one organization, to be called the San Mateo County Boys & Girls Club.

MNA alumna **Susan Fitzgerald Reichert** is serving as managing director of the Sierra State Parks Foundation in Tahoe City. Her role includes oversight of funding for interpretive, educational, restoration, and preservation programs for the seven Sierra State Parks in California and management of the parks' visitors' centers.

Development Director Certificate and MNA alum **Katherine Cook** is transitioning from her development position at UC Berkeley to become regional director for distinguished gifts for the Silicon Valley chapter of the American Cancer Society.

MNA alum **Paulette (Baumert) Robinson** has been promoted to

assistant director of teaching and learning support in the Office of Information Technology at the University of Maryland.

MNA student **Blair Helsing** reports that under his direction, the California Chapter of the Percussive Arts Society (a global arts service 501(c)(3)), produced the Oakland Day of Percussion on May 8.

MNA alum **Dan Kalb**, California policy director for the Union of Concerned Scientists, is a candidate this year for San Francisco County Supervisor in District #5. Good luck, Dan!

MNA student **Leon Winston** was appointed to the San Francisco Mayor's 10-year Planning Council to End Chronic Homelessness. The council is chaired by Angela Alioto and is charged with developing a plan that addresses the housing and services needs of The City's chronically homeless and includes adequate prevention efforts to address homelessness before other individuals and families join their ranks. The council plans to have a plan completed this July.

MNA alum **Gene Takagi**, an associate in Sheppard Mullin's Corporate Practice Group, was one of three recipients of the "Outstanding Barristers of 2003" award given by the Bar Association of San Francisco. He received the award for his work in organizing the 2003 Summer Associates Public Service Program for the Bar Association and for his many pro bono efforts in the community. Congratulations, Gene!

*Alumni news is needed for the next newsletter. Please let the Institute know what's happening in your professional life by e-mailing Kathleen Fletcher at [fletcher@usfca.edu](mailto:fletcher@usfca.edu).*



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