

# NONPROFIT *notes*

## The Institute Celebrates its 20th Anniversary

**T**HE INSTITUTE FOR NONPROFIT Organization Management certainly knows how to celebrate! On November 7, more than 100 people—alumni, students, advisory board members, faculty, funders, donors, and friends—gathered at Alexandra’s on the 32nd Floor of the Westin St. Francis Hotel for the Institute’s 20th Anniversary dinner. Besides the excellent meal and glorious view, the event featured former director Michael O’Neill and current

and Cynthia Perry; Anne Smith; Joe and Eunice Valentine; and Nancy Wiltsek.

The hardworking event committee included current and former advisory board members and staff. Co-chairs Tom Silk and Barb Larson were ably assisted by Bob Glavin, Kay Sprinkel Grace, Ingrid Mittermaier, Bruce Sievers, Joe Valentine, Mike Cortés, and Kathleen Fletcher.

Photos and a financial report of the event are located on the Institute’s website: [www.usfca.edu/inom](http://www.usfca.edu/inom).

Thanks to everyone who attended the celebration and to those who supported the event even though they were unable to attend. And in just five years, the Institute will celebrate its 25th!

director Michael Cortés speaking about the past, present, and future of the Institute, followed by a stimulating address by featured speaker Bruce Sievers, “Nonprofit... Does It Matter?”

Thanks to generous sponsors and donors, the Institute raised more than \$19,000 (net) from the event. Sponsors included the McKesson Foundation; the Evelyn and Walter Haas, Jr. Fund; Pacific Gas & Electric Company; Chevron Texaco Corporation; Silk, Adler, and Colvin; the Charles and Helen Schwab Family Foundation; Michael Cortés and Gloria Rubio-Cortés; Denis and Cheryl Fama; Robert Glavin; Kay Sprinkel Grace; Charlene Harvey; Barb Larson; Bruce Sievers



(top) G. Michael Payne, current MNA student, Michael Cortés, Institute Director, and Edna Casteel, MNA alumna

(bottom) Joe Sehee, MNA alumnus, Michael O’Neill, MNA faculty and Institute founder, Elfrieda Langemann, and Nancy Wiltsek, MNA alumna and former advisory board member.

## A Message from the Director

**T**he Institute’s 20th anniversary was cause for celebration by supporters, friends, and alumni last November in San Francisco. Another major milestone passed more quietly, two weeks later, in Denver. On November 19th, the Nonprofit Academic Centers Council unveiled its new curriculum standards for graduate study in philanthropy, the nonprofit sector, and nonprofit leadership.

The University of San Francisco was the first university in the nation to offer a Master of Nonprofit Administration (MNA) degree. USF also was a founding member of the Nonprofit Academic Centers Council. The Council, formally organized in 1991, today consists of 39 member universities operating centers of research and education dedicated to the study of nonprofits and philanthropy. The Council’s “Curricular Guidelines” announced on November 19th are the first curriculum standards ever issued for our relatively young field of study.

The guidelines recognize subjects that have always been part of the USF MNA required core curriculum. Included are such familiar topics as history and theories of the sector, nonprofit governance, law, finance, fundraising, human resources, organization theory and management.

The guidelines also break new ground, calling for added breadth and depth to the study of nonprofit management. For example, the new guidelines recognize the importance of earned

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## We Need Your Support!

The Institute for Nonprofit Organization Management depends on friends in the community for the support needed to continue its work. The Institute’s efforts in research, education, and outreach strengthen the nonprofit sector in the Bay Area and far beyond. Please consider using the envelope included in this newsletter to contribute to the Institute—your support is greatly appreciated.

# Research News

by Carol Silverman,  
Research Director

**W**e have been working for some time to address an often-asked question: how many nonprofits are there in California? The Internal Revenue Service's Business Master File—the listing of organizations that have been approved for tax-exempt status—says there are **more than 137,000 nonprofit organizations in the state.**

But the IRS data has shortcomings. Some organizations are not required to file—religious organizations are exempt from filing, and homeowner associations may file as membership organizations but do not have to do so. Very small organizations may also be less well represented—those with revenues under \$5,000 are not required to file at all and those with revenues below \$25,000 do not have to file every year.

There are other listings of nonprofits in California. In addition to the IRS, the California Attorney General's Office maintains a listing of charities, but it has not been updated for several years. The California Secretary of State also maintains a registry of incorporated public and mutual benefit organizations.

There is no easy way to create a single list of organizations from these three sources. With the support of the Urban Institute, the Institute for Nonprofit Organization Management has been matching the three databases using unique identifiers or the name of the organizations.

Findings thus far reveal:

- The IRS file understates the number of nonprofit organizations in the state by at least 132%, increasing the estimate of the size of the sector to **at least 200,000 organizations.**
- Most of the active organizations missing from the IRS data are religious organizations or homeowner associations.
- The other major shortfall in the IRS data is membership organizations, which are not charities but should be filing as 501(c)s.

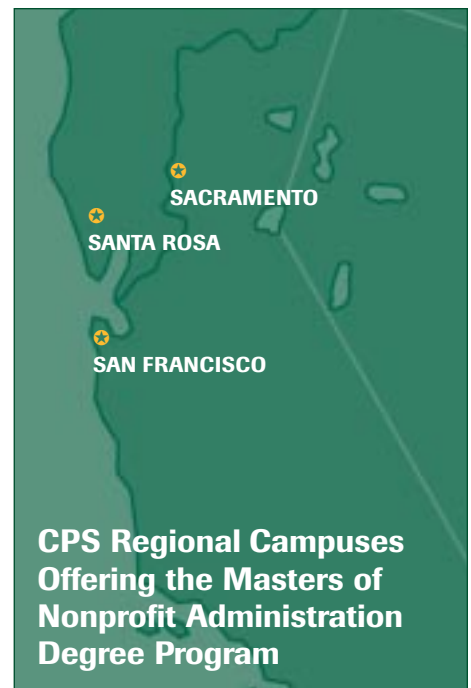
This data integration will enhance our ability to look at a number of questions of interest. For example, our understanding of how economic and policy changes affect the growth of the nonprofit sector is sensitive to accurate figures on the number and size of nonprofits.

This research is a work in progress. The Institute's research staff is still investigating the characteristics of the organizations which only appear in one data source and will make its findings available at a later date.

## MNA Program Expands to CPS Regional Campuses

**F**all 2003 marked the first time that the Master of Nonprofit Administration program has been offered at two of USF's regional campuses: Santa Rosa and Sacramento. Cohorts began the program in each location with the "Introduction to the Independent Sector" course, taught by faculty members Bruce Sievers in Santa Rosa and Alan Watahara in Sacramento. This program expansion allows more people in these areas to take advantage of the only nonprofit management master's degree program currently offered in Northern California.

If you or someone you know is interested in the Master of Nonprofit Administration degree, please contact Paul Hays, coordinator of graduate enrollment for the College of Professional Studies, at 415/422-2084.



## Recent MNA Thesis Research

### *An Examination of the Relationship Between Senior Class Giving Programs and First Year Alumni Giving Rates*

by Lisa M. Moore,  
MNA '03

**F**INDING ways of increasing the number of alumni who contribute to their alma mater is a matter of daily exploration for most university fundraisers. Annual giving staffs are constantly looking for new ways to engage alumni in the fundraising process as early as possible. A belief among annual giving professionals has been that acquiring an alum's first gift while s/he is still a student is one way of creating the habit of giving. No statistical information was available to prove this true. This thesis was designed to provide the statistical information needed to either prove or disprove this common belief.



**"The findings show that campuses with a senior class giving program had a six percent higher first year alumni participation rate."**

—Lisa Moore

This research studied the relationship between undergraduate senior-class giving programs at universities and first year alumni giving participation rates. This quantitative mail study surveyed 207 private universities across the continental United States. It included universities with traditional undergraduate enrollments between 2,000 and 10,000. The survey included findings for the fiscal years: 1999-2000, 2000-2001, and 2001-2002. Of the 207 universities, responses were received from 130.

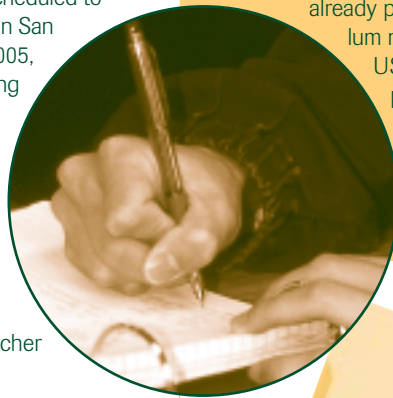
The findings proved that there was a statistically significant correlation between senior-class giving programs and first-year alumni giving participation rates. This finding showed that a campus with a senior-class gift program on average had a 6.029% higher first-year alumni participation rate than those that did not. In addition, there was a strong correlation between universities with a higher percentage of on-campus students and first-year alumni giving participation rates, suggesting the importance of campus community. There was no significant impact on first-year alumni giving as the result either of the particular individual overseeing each senior gift program or of the amount of money spent per student on the senior gift program.

*Lisa M. Moore is director of annual and special giving at the University of San Francisco; she received her Master's of Nonprofit Administration in May 2003. If you would like more information regarding these findings, Lisa may be contacted at 415/422-2556 or via e-mail at lmoore1@usfca.edu.*

## CPS Announces New Alumni Audit Policy

The College of Professional Studies has a new pilot program for alumni of all its graduate programs, allowing them to audit courses in their field at deeply discounted tuition rates. MNA graduates may now audit any course in the MNA program for \$100/unit. If alumni want a refresher in one of the courses they already took or want to audit the new courses being developed in public policy, advocacy, and earned income, they can do so for \$300. Auditing also includes library privileges and online computer network accounts.

For MNA alumni, the opportunity to audit new courses starts next fall. Seminar on Nonprofits and Public Policy (NA 678) is scheduled to be offered as an MNA elective in San Francisco in Fall 2004, Spring 2005, and Fall 2005. Nonprofit Lobbying and Advocacy (NA 679) is scheduled to be offered as an elective in Fall 2004 and Spring 2005 in San Francisco and in Fall 2005 in Sacramento. A course on entrepreneurship and earned income is being developed as well. For more information, email Kathleen Fletcher at [fletcher@usfca.edu](mailto:fletcher@usfca.edu).



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revenue in the nonprofit sector by calling for the addition of graduate level curricula on "marketing principles and techniques... as applied in a philanthropic [and] nonprofit environment." The new guidelines also recognize the vital role played by nonprofits in the processes of democracy by calling for course content on "how nonprofit organizations shape public policy through such advocacy strategies and techniques as policy research, public education, lobbying, and litigation."

The Council's work has paralleled the Institute's curriculum revision project, begun in 2002 with grant support from the David and Lucile Packard Foundation, the California Endowment, and the Levi Strauss Foundation. All of the new subjects listed by the Council's guidelines are already part of the revised curriculum now being phased into the USF MNA program. A new policy of the College of Professional Studies will allow MNA alumni to benefit from this new curriculum

by auditing classes (see article on left). One reason that the USF MNA program is ahead of the curve is that the Institute was an active participant and contributor to the Council's two-year effort to develop its guidelines.

If you were unable to attend the 20th anniversary celebration last November, or would like to further support the research and development activities of the Institute or its need-based scholarship program, please note what students of fundraising and development affectionately call the "response device" enclosed with this newsletter.

For more information about the work of the Institute, I invite you to visit us on-line at our refurbished web site at [www.usfca.edu/inom](http://www.usfca.edu/inom), or to contact me directly at the Institute.

With best wishes for the New Year,

*Mike Cortés*

*Director*

## Los Angeles to Host ARNOVA this Fall

This year's conference of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) will be just down the road from us in Los Angeles, CA, on November 18-20, 2004. The conference gathers researchers, scholars, and practitioners from around the world to present and discuss papers about issues in nonprofit studies, voluntary action, and philanthropy. The cutting-edge research presented at the conference builds the body of knowledge about the sector and informs others working in the nonprofit sector.

The Institute has a long history of contributing to ARNOVA, both intellectually and administratively (Michael O'Neill was president in the late '90s and Michael Cortés has been a member of the ARNOVA board.) Alumni, students, and faculty are encouraged to submit a proposal to present a paper or exhibit at a poster session. Or simply attend the conference - it probably won't be on the West Coast again for some time.

For more information about ARNOVA and the conference visit [www.arnova.org](http://www.arnova.org) or contact the Institute at 415/422-6867.

## The California Nonprofit Database

Do you need to know the size and scope of the nonprofit sector in your area? Looking for a list to do outreach to specific types of nonprofits in California? The Institute maintains the California Nonprofit Database - a repository of statistical information on the sector and over 130,000 nonprofit organizations. Specialized lists and reports can be produced for researchers, individual nonprofit agencies, the media, and the general public for nominal time and materials fees. Staff at the Institute can help you access the database to create special reports and data files based on financial, geographic, and organizational criteria

For additional information about the California Nonprofits Database, visit [www.usfca.edu/inom](http://www.usfca.edu/inom) on the web or call Kevin Rafter at 415/422-2336.

## 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

Last fall the Nonprofit Management Alumni Society Board sponsored three "house parties" as networking events for students, alumni, and faculty of the MNA and certificate programs. The events were held in the East Bay, on the Peninsula, and in San Francisco. All those attending enjoyed connecting with each other and hearing updates about the Institute from Director Mike Cortés. The board is now discussing spring and fall events for 2004. Watch your e-mail and mailbox for announcements.

The new Student/Alumni Directory is now available. Thanks to all alumni and students who provided information to Anne Fermin at the Institute office. Directories are only mailed out to those who request a copy. If you would like a directory, please call Anne at 415/422-6867 or e-mail at [inom@usfca.edu](mailto:inom@usfca.edu).

## Congratulations to our Graduates!

*The following students graduated with their MNA (Masters of Nonprofit Administration) degree in December 2003:*

James Beck  
Emily Behr  
Amber Decker  
Julia Dowd  
Julia Love  
Tricia McCarthy  
Andrew Page  
Meredith Terrell  
Erin Williams

MNA alum **Cassandra Benjamin**, a program officer at the Charles and Helen Schwab Foundation, is co-chair of the Bay Area Foundation Advisory Group to End Homelessness, which recently released a guide to philanthropy's role in ending homelessness. The guide is available online at [www.homelessphilanthropy.org](http://www.homelessphilanthropy.org).

MNA grad and Alumni Society Board President **Marcia Hodges** has left Yosemite National Institutes and is now the chief operating officer for the YMCA of the East Bay.

2003 MNA graduate **Rachel Humphrey** presented a paper based on her master's thesis, "Barriers to International Giving by U.S.-Based Foundations," at the 2003 annual conference of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) in November.

MNA alum **Barbara Webster** has been promoted to senior program officer for the North State Region of The California Endowment. Her new job is to manage grantmaking and other foundation activities in a 26-county region from Sacramento to the Oregon border.

Development Director Certificate alum **Gretchen Graham Lightfoot** is consulting as a freelance researcher and grantwriter in Los Angeles. She says that people ask her to step in when they are temporarily without a grantwriter or feeling the pinch of multiple deadlines. She loves every minute of it. She gets to do good work, and every day is different from the one before.

MNA alum **Hugh Graham** has started a part-time position as director of administration for the Fund for International Nonprofit Development (FIND) while still continuing his work as a program manager for the Center for Citizen Initiatives. His responsibilities at FIND include development, grants administration, financial management, and logistics support for FIND's U.S.-based internship program.

In January 2004, Development Director Certificate alum **Sandra Francour** celebrated her third anniversary as director of development and community relations with Spirit Rock Meditation Center in West Marin. She credits her experience in the certificate program with giving her the skills she has needed for more than eight successful years in development.

Executive Certificate alum **Natalia Jimenez-Abeliuk** has started a new adventure as managing director of Eurologos in San Jose, Costa Rica. Eurologos-San Jose is a language services and translation agency member of the Eurologos group, a worldwide communications organization headquartered in Brussels, Belgium.

Current MNA student **Rosanna Santana** has been promoted to program director at CAMINOS/Pathways Learning Center in San Francisco and was also selected as a member of the Full Circle Fund.

MNA alum **Brooke McAdams** has a new job as associate director of annual support at Loyola Marymount University in Los Angeles.

MNA alum **David LaPiana** has just published a new book, co-authored with Amelia Kohm, *Strategic Restructuring for Nonprofit Organizations: Mergers, Integrations, and Alliances* (Praeger Press, 2003). The book is a report on the largest study yet (192 cases) undertaken of alliances and mergers.

Development Certificate alum **Judee Daniels** has joined Mercy Foundation in Sacramento as its newest development officer, overseeing the development of all non-hospital-based ministries for the Sisters of Mercy of Auburn through Mercy Healthcare Sacramento, part of the Catholic Healthcare West Systems. She was the 2003 recipient of the Ernest W. Woods and AFP Chamberlain scholarships awarded by the California Capital Chapter of Association of Fundraising Professionals (AFP) and the AFP Foundation.

MNA graduate **Paul Hamann** finished a five-year tenure as executive director of Families on Track in South San Francisco (an organization he founded on behalf of The Bothin Foundation) and has moved to Chicago, where he is now senior vice president of The Night Ministry, responsible for the daily administrative and programmatic operations

of this \$3.5 million organization serving people on the night-time streets of Chicago.

2002 MNA graduate **Madolyn Agrimonti**, now annual fund director at Lick-Wilmerding High School in San Francisco, was inducted into the "Hall of Merit" of the high school she attended (Balboa High in San Francisco) for her dedicated service to people in need.

MNA alum **Linda Riff**, director of finance and operations for Drew School in San Francisco, will be presenting a breakout session at the National Business Officers' Association 2004 Annual Symposium/National Association of Independent Schools 2004 Annual Conference in Montreal in March on the topic of managing a school business office with a very small staff.

Development Director Certificate alum and current MNA student **Patrick Heryford** is now development director at CAMINOS/Pathways Learning Center.

MNA alum **Nancy Russell** is the director of social mobilization for the Maternal and Neonatal Health Program of the Centre for Development and Population Activities (CEDPA), an international nonprofit organization working to empower women at all levels of society to be full partners in development.

MNA grad **Adriann McCall** is currently working as regional director for corporate and community relations at Saint Mary's College of California, managing the Oakland Education Center in downtown Oakland. She also serves as chair of the San Leandro Planning Commission, representing District 2, and is the first African American appointed to that commission.

Former MNA student **Orpheus Crutchfield** is head of the Berkeley Foundation for Opportunities in Information Technology (a project of International Computer Science Institute), which works to increase the number of girls and underrepresented minorities in computer science and engineering.

*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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