



**San Francisco State University**  
**Department of Public Administration &**  
**College of Extended Learning**

**Advanced Certificate in Nonprofit Management**  
**Spring 2010**

**Advanced Nonprofit Administration Course Descriptions**

**The Legal and Regulatory Environment of Nonprofit Management**

This course provides an overview of the major legal and regulatory issues associated with California Public Benefit Nonprofit Corporations at the federal and state levels in the current environment. The legal and regulatory concerns of starting a nonprofit organization are addressed in terms of compliance with legal and regulatory accountability standards, with particular attention paid to the impacts of the California Nonprofit Integrity Act of 2004 (enacted 2005). The topics include: selecting the form of a nonprofit organization; formation, operation and governance, including the legal duties and liabilities of directors and trustees; requirements to qualify and maintain state and federal tax-exempt status; the distinction between public charities and private foundation; the potential consequences of business and investment activities; regulation of charitable solicitations; and analysis of the legal and financial issues relevant to the management of a 501(c)(3) nonprofit organization. Practical means of addressing legal issues confronting nonprofit corporations will be discussed in the context of common transactions such as organizing the entity, qualifying for and maintaining nonprofit status, risk management, fundraising and employment.

**Board Development**

The success of many non-profits is directly related to the effectiveness of their boards of directors. Yet effective board development and management is one of the greatest challenges for nonprofit directors. The board's role is extremely important, yet political or structural problems often limit how well a board understands and furthers the mission of an organization. This course will teach students to improve the effectiveness of governing boards. Students will examine common hindrances to effective governance in terms of board structure, processes, and dynamics. Through in-class assignments, you will analyze your organization's board using case studies to help you identify strengths and weaknesses, and develop strategies for improving board operation. Learn how to inspire and empower your board by infusing the organization's mission and vision into the work of the board. Tips on using organizational strategies to raise expectations, increase cohesiveness, build closer partnerships, create flexibility, and add value will be provided.

## **Leadership and Capacity Building**

The course focuses on two types of leadership in nonprofit organizations: the leadership of the executive director (or CEO or president) and the concept of leadership as governance. It directly relates these leadership roles to organizational capacity building and, in so doing, addresses the importance of (a) ethics in fundraising, communications and service delivery and (b) adhering to industry standards for accountability not only to donors, but also to service recipients, peer organizations, and the community at-large. Included in this course will be strategies for integrating and communicating an organization's vision and mission to enhance organizational capacity. The closely related topics of staff development and retention will also be touched upon.

## **Resource and Fund Development for Nonprofits**

In a climate of devolution in government and an ever-changing economy, nonprofit leaders need to think creatively in identifying new and varied sources of income to supplement the traditional grant and contract support. In this session, participants will learn about the latest trends in giving and explore traditional and nontraditional approaches to generating strategies for long-term organizational and program sustainability. Included will be an overview of a variety of resource development options, such as annual giving campaigns, corporate sponsorships, major donors, foundation and government grants, planned giving, endowments, special events and capital campaigns. While the emphasis of this course will be on the effective use of management tools in nonprofit resource development processes, it will also include a component on generating sustainability through partnerships and networked service delivery.

## **Developing Effective Collaborations in the Nonprofit World**

Increasingly nonprofit organizations are turning to collaborative models to enhance their programs and organizational sustainability. Originally pushed by funders and inspired by networked and collaborative models of governance, partnerships within the nonprofit sector, between nonprofit organizations and for-profit corporations, or nonprofits and public agencies, are becoming the operative norm. Recent practice and research has generated a growing literature of best practices and case studies that can help nonprofit leaders identify and implement strategies for exploring and establishing informal and formal partnerships. This course will use that recent research to highlight how nonprofit leaders can develop effective collaborations to enhance financial sustainability as well as program effectiveness.

## **Strategic Planning**

This course addresses important management and strategic planning issues facing nonprofit administrators and places management issues in the context of effective strategic planning. Aimed at professional and aspiring nonprofit managers, this course first offers an overview of the purposes and presentations of strategic plans. It also focuses on the skills necessary for conducting a strategic planning process, including processes of identifying key stakeholders, inviting them to participate in the process and managing that participation. An important component of effective strategic planning is its effective implementation and ongoing evaluation. This course offers strategies that can be used to ensure that nonprofit organizations have mechanisms in place to ensure that strategic plans can be implemented effectively, which includes under the processes needed to implement it, having adequate resources, and establishing controls to track its implementation and effectiveness.

## **Performance Measurement and Program Evaluation**

The performance measurement movement has greatly impacted how nonprofit organizations design programs, measure effectiveness and communicate outcomes to funders and other stakeholders. Increasingly, nonprofit leaders are seeking to evaluate the effectiveness of their programs, both in response to funders and to draw lessons for improvement. In this course you are introduced to the different types of evaluations and how evaluations fit into a planning framework. More specifically, the course will provide an introduction to how outcome and process evaluations can be incorporated into organizational learning. Special attention is paid to outcomes in human service endeavors. The course will also discuss whether and how to hire an outside evaluator.