Course Descriptions: Nonprofit Leadership & Strategic Management

**Note 1:** While there are no required pre-requisites for this program, a basic understanding of the nonprofit sector will be assumed. If you have not worked or volunteered with a nonprofit and have no formal training in nonprofit management, it is recommended that you take the Introductory course in the Fundamental Nonprofit Management Skills program. Many will also find the budgeting and financial management courses to be worthwhile background courses.

**Note 2:** Classes in this program are offered once each academic year, in either the Fall or Spring semester. Contact Jennifer Shea (jshea@sfsu.edu) for the Spring 2016 schedule for this certificate.

**Nonprofit Formation and Governance: The Legal Nuts and Bolts (PA 9025)**

**Dates:** September 18 & 19, 2015  
**Instructor:** Joel T. Mackey, J.D.  
Executive Director  
West Contra Costa Ed Fund  
**Fee:** $295

This course is an overview course on nonprofit formation and governance. Particular attention is paid to how to create a nonprofit organization by obtaining tax-exempt status and the tax-deduction. The course also addresses board governance, the regulatory environment for fundraising, and unrelated business purpose revenue. Course subject matter is taught using lecture, case studies, and simulation exercises. Students taking this course will understand the basics of how to create the nonprofit organization and what to do to avoid some of the most important legal pitfalls facing the nonprofit board member, officer, or CEO.
Board Development (PA 9012)

Dates: October 2 &3, 2015
Instructor: Regina Neu, M.S.
    Independent Consultant
Fee: $295

The success of many nonprofits is directly related to the effectiveness of their boards of directors. Yet effective board development and management are among the greatest challenges for nonprofit directors. Sometimes board members do not completely understand the roles they are expected to play in furthering the mission of the nonprofit organization. This course will present students with strategies and tools for improving the effectiveness of governing boards. Students will examine common hindrances to effective governance in terms of board structure, processes, and dynamics. Through case studies and in-class activities, participants will learn to identify common pitfalls, best practices, and innovative ideas for board management and development. 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 also be provided.

Nonprofit Resource & Fund Development: An Overview (PA 9021)

Dates: November 13 & 14, 2015
Instructor: Regina Neu, M.S.
    Independent Consultant
Fee: $295

This course aims to provide students with the skills they need to develop an effective resource development plan. In an ever-changing economy, nonprofit leaders need to set priorities strategically in order to ensure long-term organizational and program sustainability. In this session, participants will learn about the latest trends in giving and explore traditional and nontraditional approaches to resource development. Emphasis will be placed on how to think creatively and strategically in crafting a development plan. The course includes a component on how to incorporate a variety of essential tools (such as annual giving campaigns, major donor cultivation, and corporate partnerships) in a resource development plan. Participants will learn strategies for setting priorities and making good choices in the context of a particular nonprofit by reviewing case studies. At the end of the course, participants will have the tools they need to develop a strategic and realistic development plan.
Measuring your Impact: An Introduction to Program Evaluation (PA 9026)

Dates: December 11 & 12, 2015
Instructor: Jamie Austin, M.P.H., M.P.P.
Chief Operating Officer
Jewish Vocational Service
Fee: $295

Funders are increasingly asking nonprofit organizations to demonstrate their impact; nonprofits in turn want to develop effective programs that have measurable and meaningful outcomes. How should nonprofits approach evaluation and how can they create strong performance measurement systems? In this course, students are introduced to the philosophy driving program evaluation and methods used to conduct evaluations, focusing on the extent to which evaluations can improve program design and measure impact. The course covers outcome and process evaluations, how organizations can use evaluations for capacity building, and notes the limitations of various approaches to evaluation.

All courses are held Friday 6:00- 9:00 p.m. and Saturday 9:00 a.m. – 5:00 p.m., with an hour for lunch.

The cost for each course is $295 in advance. There is a $25 late registration fee for registering after the class begins.

For more information about the courses, including information on registering, visit http://www.cel.sfsu.edu/nonprofit/ or call 415/405-7700.