



San Francisco State University

Public Administration Program & College of Extended Learning

Certificate of Completion in Nonprofit Leadership & Strategic Management Spring 2017

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.*

Spring 2017 Classes

Leading in Context (PA 9023)

Dates: February 17 & 18, 2017
Instructor: Kevin Hickey, M.N.A.
Director of High School and Bridge Programs
Jewish Vocational Service
Fee: \$295

Nonprofit leadership happens at many levels – Executive Directors, Board members, senior staff and volunteers - and in various contexts, both inside the organization and in the community more broadly. Increasingly, nonprofit leaders find themselves leading across sectors and in contexts of ambiguity and change. The course begins by introducing students to a range of leadership approaches and competencies. It then explores the various contexts of nonprofit leadership and how those matter for leadership, providing students with tools they can use to improve their understandings of the contexts in which they lead and anticipate change. Students actively engage in these explorations by reviewing case studies and participating in class activities. An essential component of the class is the time built-in for personal self-reflection meant to enhance each student's own leadership development.

Strategic Communications in Times of Crisis or Change (PA 9018)

Dates: March 3 & 4, 2017
Instructor: Y'Anad Burrell, M.P.A., M.H.A.
President & CEO
Glass House Communications
Fee: \$295

Now more than ever nonprofits are required to communicate on a variety of platforms, making it imperative for nonprofit leaders to be able to do more than just deliver distinct and powerful messages. Today's leaders also have to be savvy in strategically managing their organization's communications plans. Those plans must address members of the press ranging from professional journalists to bloggers, from ethnic media to social media. In order to succeed, nonprofits must harness multiple communication tools and be ready to adapt at a moment's notice. This course covers the basic elements of crisis communications, including procedures for creating crisis communications plans and for reacting to crises when they occur. Using case studies and in-class exercises, participants will learn about various types of crises that can occur at nonprofit organizations, including related ethical issues, and tips for avoiding common pitfalls of crisis communications.

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

Dates: March 17 & 18, 2017
Instructor: Pamela C. Lampkin
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.

Strategic Planning Essentials (PA 9022)

Dates: April 28 & 29, 2017
Instructor: Eleanor Smith
Eleanor A. Smith & Associates
Fee: \$295

This course presents strategic planning as an organizational development process to help nonprofit leaders create thoughtful, well-informed plans to lead their organizations into the future. Aimed at current nonprofit staff, board members, and others exposed to strategic planning in public or for-profit settings, this course assumes an understanding of basic nonprofit concepts

and operations. It offers an overview of the purposes and benefits of strategic planning and presents an introduction to various methods and presentations used in strategic planning. Participants identify the skills needed to conduct a strategic planning process, including ways to examine external and internal forces and trends. Interactive exercises and real case studies enable students to learn and practice how to identify key stakeholder groups, an organization's readiness for planning and ways to assess a group's chief competitors and "competitive advantage". Emphasis is placed on strategies for effective plan implementation.

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.