




Online Certificate of Nonprofit Management

Proposal for the College of Extended Learning,
California State University, San Bernardino


Dr. Shari McMahan, Provost
California State University, San Bernardino


Dr. Tatiana Karmanova, Dean
College of Extended Learning
California State University, San Bernardino

Contacts:

Deirdre Thomas
Assistant Dean
College of Extended Learning
Professional and Continuing Education (CEL)
California State University, San Bernardino
Phone: (909) 537-3982
Email: dthomas@csusb.edu

Dr. Anthony Silard
Assistant Professor
Department of Public Administration
Jack H. Brown College (JHBC)
California State University, San Bernardino
Phone: (909) 537-7351
Email: anthony.silard@csusb.edu

Contents

Abstract	2
Evidence the Proposal Fulfills an Unmet Need.....	3
Detailed Proposal Description.....	5
Development Grant	6
Proposal Value and Viability Proposition	6
Budget Sheet	7
Sustainability	7
Project Administration and Qualifications of Key Personnel	8

Abstract

The prototype of an Executive Director or senior leader of a nonprofit organization is an individual who is strongly committed to a social cause in their community, but lacks many skills for running an effective organization such as fundraising, human resource management, board development and strategic planning. The primary goal of CNM is to build a stronger and more engaged civic society through a nonprofit management education program that enables committed current and future IE nonprofit managers to more effectively manage their organizations. CNM's nonprofit participants will learn critical skills such as how to manage staff, cultivate donors, how to build their board of directors and how to create a strategic plan from some of the world's most preeminent management and organizational behavior experts.

California State University San Bernardino (CSUSB) is committed to student success and to the communities that it serves (local, regional, state, national and international). CSUSB is also dedicated to meeting the current and future workforce needs of California, specifically within the context of nonprofit management. In line with this long-term vision, CSUSB seeks funding to develop and establish a specialized Online Certificate of Nonprofit Management (CNM). The funding would permit CSUSB, through a collaboration between Jack H. Brown College of Business and Public Administration (JHBC), College of Extended Learning (CEL) and stakeholders to establish this innovative program.

CNM aligns and furthers all six of the Commission's objectives delineated in the *New Framework for Action*.

Evidence the Proposal Fulfills an Unmet Need

Riverside and San Bernardino Counties house over one million residents within their county limits. With such a great population diversity, the need for effective civic engagement by means of thriving nonprofit organizations is imperative to community growth. Riverside and San Bernardino Counties have seen a steady increase in the number of nonprofit organizations over the past decade¹. While the dropout and unemployment rates have also improved, the dropout rates of socioeconomically disadvantaged students for the graduating class of 2014-15 were 9.4% and 13.5%, respectively.² Additionally, San Bernardino continues to experience unemployment rates of 5.2% and Riverside still has a 5.4% unemployment rate, each 15-20% above the national average (of 4.5%)³. Approximately 8.6% of the labor force is employed yet still living in poverty. San Bernardino and Riverside Counties rank among the top counties in the nation with the highest poverty rates of nearly 20%. More than 27% of children in San Bernardino are amidst the population living in destitution.⁴

As a result, the surrounding community is increasingly in need of civic engagement by means of successful nonprofit organizations. Programs already in place to aid the disadvantaged are in such demand that they quickly meet their capacity limit, without the know-how to expand in order to meet the ubiquitous need. Consequently, due to the large populations of citizens that they serve, many nonprofits are unable to address the need for growth capacity. Many services are provided on a first-come, first-serve basis. Many residents in need languish in poverty, unassisted.

In Riverside and San Bernardino Counties there are over 5,000 registered nonprofit organizations. Among the categories of services offered, 16% offer public or societal benefit services, 24% provide human services, while 15% are categorized in education⁵. The need for nonprofit management education

¹ *Nonprofit Businesses*. Riverside/San Bernardino County Community Indicators Report (2014).

² California Department of Education. (<http://dq.cde.ca.gov>)

³ May 2016. bls.gov

⁴ San Bernardino County, Community Indicators Report. Overall Poverty Riverside County 17.2% and San Bernardino 19.7% (cms.sbcounty.gov)

⁵ Riverside/San Bernardino County Community Indicators Report (2014)

to develop the next generation of IE nonprofit managers and leaders is exigent. Nonprofit organizations are particularly vulnerable to organizational failure and disruption—for example, a recent *Forbes* article revealed that nearly half of nonprofits are bound to failure due to a lack of strategic planning⁶. They stand to better benefit their communities here in the IE by gaining an enhanced understanding of fundraising, organizational development, staff and volunteer management and other vital skill areas necessary for healthy organizational functioning. Without these critical organization-building skills, many of the 5,000 nonprofit organizations in our communities are unlikely to fulfill their full potential and mission for the underserved in the Inland Empire.

This project will address the objectives of the *New Framework of Action* in the following ways:

1. It meets the economic and workforce development needs of California and U.S.
2. It increases access to educational opportunities by serving broader constituencies; specifically, individuals wishing to pursue nonprofit careers in underserved communities in the Inland Empire, nationally and internationally.
3. Through a unique hybrid synchronous/asynchronous Zoom- and Blackboard-based model, CNM offers alternative instructional delivery systems.
4. By integrating novel collaborative work with practitioner partners and practice-imbued, experiential curricula, CNM offers a creative and unique nonprofit management education program.
5. CNM provides personal and lifelong learning opportunities for the various communities that will participate (Inland Empire, national and international).
6. Although CNM is mainly focused on the Inland Empire, through its online delivery system it will support international educational experiences by recruiting international nonprofit managers and staff, especially those within the networks of CNM's international partners (including hundreds of nonprofit organizations in Africa and Asia).

In addition, CNM will further some of the GI 2025 pillars, such as:

⁶ Ian Altman. Half of Nonprofits Are Set Up to Fail—How About Your Favorite? *Forbes*. Mar. 20, 2016. (Forbes.com)

1. Academic preparation—CNM will prepare students academically for both nonprofit practitioner and research careers.
2. Student engagement and well-being—for example, by integrating work-life balance sessions into the curricula, CNM will enhance the intrapersonal sustainability of participating students in their nonprofit careers.

Detailed Proposal Description

Table 1 provides a detailed overview of the proposed program.

Table 1

Population Served	<ul style="list-style-type: none"> ▪ Current nonprofit professionals. ▪ Domestic undergraduate students seeking a specialized certificate program. ▪ International undergraduate students seeking a specialist certificate program.
Geographic Area	<ul style="list-style-type: none"> ▪ Inland Empire (primary) ▪ Southern California ▪ California ▪ United States ▪ International
Curriculum	<ul style="list-style-type: none"> ▪ Introduction to Nonprofit Management ▪ Advanced Nonprofit Management ▪ A Critical Challenge for Nonprofit Managers: Finding Balance in the Digital Age ▪ Fundraising for Nonprofit Organizations ▪ Creating an Emotionally Resonant Nonprofit Organization
Program Details	<ul style="list-style-type: none"> ▪ Developed with a strong reputation and track record of previous success delivering nonprofit management programs (see Transform—CENL; see list of nonprofit leadership program alumni and their video and written testimonials and program evaluations). ▪ Fully online. ▪ Ten interdisciplinary courses. ▪ Two unit courses (extension credit). ▪ Courses taught by CSUSB and external professors (all with Ph.D.'s) ▪ Small group cohort model. ▪ 5-week course duration.
Goals and Objectives	<ul style="list-style-type: none"> ▪ Develop and maintain practice-based advanced curricula. ▪ Construct a model certificate program for nonprofit management education. ▪ Create innovative online teaching models that foster interactivity. ▪ Promote scholarly and research activities focused on advancing nonprofit management as a profession.
Outcomes	<ul style="list-style-type: none"> ▪ Educate current and future nonprofit managers. ▪ Meet the education needs of the nonprofit workforce.

	<ul style="list-style-type: none"> ▪ More effective management of participating IE nonprofits, including increased budgets, lower staff attrition, and higher board retention. ▪ Bridge the nonprofit industry, professional and academic communities. ▪ Become the regional, national and international leader in nonprofit management education.
Methods/Strategies for Implementation	<ul style="list-style-type: none"> ▪ Dr. Silard will serve as the program’s Director. Departments within the JHBC, specifically the Public Administration and Information Decision Sciences departments, will work collaboratively to develop the curriculum. ▪ JHBC and CEL will work collaboratively to develop the program, market it and recruit students. ▪ Local, regional, national and international stakeholders will be asked to take an active role within the process (e.g., TCF, OFCY, IECC, Samarthanam in India).

Development Grant

This innovative program will be collaboratively designed and established by JHBC with heavy involvement and direction from stakeholders such as TCF, CAN, IECC, Samarthanam and OFCY. Its main objective (as delineated in Table 1) is to establish a model certificate program in nonprofit management. All collaborators will take an active role in designing, implementing, and marketing the program and recruiting qualified students and faculty.

Proposal Value and Viability Proposition

Table 2 provides a detailed overview of the proposal’s value and viability.

Table 2

<p>What unique benefits will students/partners/community members reap as a result of their experience?</p>	<ul style="list-style-type: none"> ▪ The CNM will be a unique nonprofit education program not offered anywhere else in the world. ▪ Some of the world’s foremost experts in management, emotional intelligence, leadership, board development, fundraising and other relevant areas (“Best Practices Leaders”; see Appendix A) will teach courses and specific classes within broader courses, increasing the appeal of the CNM to current and aspiring nonprofit managers worldwide. ▪ Upon completion students will be qualified and prepared to assume leadership roles in the nonprofit sector.
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<p>Timeline</p>	<ul style="list-style-type: none"> ▪ Summer 2018 – Lengthy interviews with 15-20 and survey of hundreds of Inland Empire nonprofit sector professionals to assess their needs and priorities and consequent curricula design. ▪ Fall 2018 – Lengthy interviews with 15-20 and survey of hundreds of Inland Empire nonprofit sector professionals to assess their needs and priorities and consequent administrative design. ▪ Spring 2019 – Lengthy interviews with 15-20 and survey of hundreds of Inland Empire nonprofit sector professionals to assess their needs and priorities and consequent recruitment of faculty. Early curriculum development. ▪ Summer 2019 – Curriculum Development. Branding and marketing. ▪ Fall 2019 – Administrative implementation and student recruitment. ▪ Spring 2020 – Marketing and student recruitment. ▪ Fall 2020 – Program launch.
<p>Strategic Advantages</p>	<ul style="list-style-type: none"> ▪ Previous success with nonprofit management programs (for example, see Transform—CENL). ▪ Strong reputation and track record in delivering nonprofit management education programs (see list of nonprofit leadership program alumni and their video and written testimonials and program evaluations). ▪ Program uniqueness.
<p>Organization roles and responsibilities</p>	<ul style="list-style-type: none"> ▪ Curricula design (JHBC). ▪ Curricula implementation and maintenance (JHBC). ▪ Faculty recruitment (JHBC). ▪ Program administration (JHBC and CEL). ▪ Student recruitment (JHBC and CEL). ▪ Performance evaluation (JHBC and CEL). ▪ Branding and marketing (JHBC and CEL).
<p>Accountability measures</p>	<ul style="list-style-type: none"> ▪ CSUSB internal measures. ▪ CSU internal and external measures. ▪ Regular evaluations by internal stakeholders. ▪ Regular evaluations by external stakeholders.

Budget Sheet

Please see attached Appendix B.

Sustainability

Dr. Silard will design and conduct mixed-method research to better understand the needs of Inland Empire nonprofits as follows:

1) Qualitative research has been argued to be an appropriate methodological fit for the exploratory phase of investigating a thematic area in organizational research (Corbin & Strauss, 2015; Yin, 2009). Given that understanding the capacity-building needs of Inland Empire nonprofit organizations is in a nascent stage of its development, Dr. Silard would utilize a grounded theory methodology in which he would conduct in-depth interviews of 15-20 IE nonprofit directors and staff. The lived experiences of IE nonprofit directors and managerial staff at the front line of developing their organizations will inform the development of the CNM.

2) Based on early learnings from the interview study, Dr. Silard will design a survey to assess the capacity-building needs of Inland Empire nonprofit organizations. Questions will ascertain the functional areas of nonprofit management and leadership that Inland Empire nonprofit staff deem most important for their learning in the CNM. These areas will include: fundraising, strategic planning, staff and volunteer management, board development, emotional intelligence, leadership competencies, and so on. This mixed-method, bottom-up, grounded theory approach will help us to develop a sustainable CNM that serves the direct, most critical, and most urgent needs of IE nonprofits.

Also, as a fully online program with low overhead costs, we estimate that the program will become sustainable with cohorts as low as 20 students. Based on our market estimates and conversations with stakeholders we expect regular annual cohorts of 40 students and more.

We will measure the success of the CNM based on the number of graduates, number of students placed in the nonprofit sector, increase in earning potential, student academic performance, and student career progression.

Project Administration and Qualifications of Key Personnel

Proposal Leader/Program Director	<u>Name:</u> Dr. Anthony Silard <u>Qualifications:</u> Dr. Silard is a nationally recognized scholar whose main research area is nonprofit management and leadership. He has published extensively, including a recent publication in the top nonprofit research journal, <i>Nonprofit and</i>
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	<p><i>Voluntary Sector Quarterly</i>, and has developed an impressive professional network. Most importantly, however, Dr. Silard is highly experienced in establishing and operating programs similar to the one proposed here.</p> <p>Responsibilities: Oversee the entire process and assume leadership and hands-on roles at all stages.</p>
Internal Key Personnel	<p><u>Name:</u> Deirdre Thomas</p> <p><u>Qualifications:</u> CEL Assistant Dean</p> <p><u>Responsibility:</u> Oversee the entire process, in particular the administrative responsibilities.</p>
External Key Personnel	<p><u>Names:</u> John Epps Susan Gomez</p> <p><u>Qualifications:</u> CNA Executive Director IECC Executive Director</p> <p><u>Responsibilities:</u> Ensure that external stakeholders are represented and the program meets the standards of practice.</p>

Appendix A: The Certificate of Nonprofit Management's Best Practices Leaders

Both local and internationally recognized trainers on the cutting-edge of a number of domains critical to the effective sustenance of nonprofit organizations (termed “Best Practices Leaders”) will teach both specific classes and full courses. Dr. Silard has already been in contact with 6 such trainers, all scholars at the top of their respective fields, about their participation in CNM. Here we list their names, designations and proposed areas of training for IE nonprofit leaders. Please click on their names to view their bios:

- [Dr. Jeffrey Brudney](#) | Betty and Dan Cameron Family Distinguished Professor of Innovation in the Nonprofit Sector, University of North Carolina Wilmington; Editor in Chief, Nonprofit and Voluntary Sector Quarterly (the top nonprofit research journal); Keynote Speaker and Winner of the Association for Research on Nonprofit Organizations and Voluntary Action's Lifetime Achievement Award in 2015 | Social Innovation | Managing Secondary Trauma in Nonprofit Organizations
- [Dr. Sara Konrath](#) | Assistant Professor of Philanthropic Studies, Lilly Family School of Philanthropy, Indiana University | The Role of Empathy in Nonprofit Management
- [Dr. Ronald Humphrey](#) | Distinguished Professor in Leadership, Lancaster University Management School, United Kingdom | How Nonprofit Managers Can Manage with Emotional Intelligence | How Nonprofit Managers Can Cope with the Emotional Labor Demands Placed Upon Them
- [Dr. Michael Hogg](#) | Professor of Social Psychology and Chair, Social Psychology Programs, Claremont Graduate University | Social Identity and Nonprofit Management
- [Dr. Sarah Wright](#) | Senior Lecturer in Organizational Behavior, School of Business and Economics, University of Canterbury, New Zealand | Nonprofit Organizations as Social Antidotes to Loneliness
- [Dr. Bradley Owens](#) | Associate Professor, Romney Institute of Public Management, Brigham Young University | How Humble Leadership Behaviors Inspire Engagement in the Nonprofit Sector

Dr. Silard has trained tens of thousands of nonprofit managers and staff over the past 25 years and understands that nonprofit leaders do not respond well to traditional academics who merely lecture on theory. For these reasons, the above professors have been hand-picked by Dr. Silard based on his perception that: (1) their research areas offer valuable, relevant lessons to current and future IE nonprofit leaders; and (2) they are dynamic, approachable individuals that will bring both soul rather than ego and highly interactive, hands-on teaching to the program. Anthony will help these Best Practices Leaders to develop interactive, experiential, hands-on workshops for CNM students.

- How do nonprofit managers maintain balance between their work and the other facets of their lives and avoid burnout?
- How can nonprofit managers develop and utilize emotional intelligence to enhance staff performance? (The link between emotional intelligence and job performance has been well-established⁶ by Best Practices Leader Ron Humphrey.)
- What motivates donors to give to nonprofits and how can nonprofit managers and fundraisers, through an understanding of these motivations, better approach potential donors?
- Why, according to studies⁷ by Best Practices Leader Sara Konrath, is narcissism increasing and empathy waning in our society and how can nonprofit managers adapt to (and eventually reverse) these trends to generate donor and volunteer support?
- What are the effects of technology-mediated communication (e.g., email, social media, Facebook) on the motivation, emotion connectedness, and organizational commitment of nonprofit staff, board members, volunteers, and donors (as reviewed⁸ by Anthony Silard) and what strategies can nonprofit managers implement that take these effects into account and preserve the cohesiveness of their teams?

⁶ Ashkanasy, N. M., & Humphrey, R. H. R. (2011). Current emotion research in organizational behavior. *Emotion Review*, 3(2), 214–224; O’Boyle, E. H., Humphrey, R. H., Pollack, J. M., Hawver, T. H., & Story, P. A. (2011). The relation between emotional intelligence and job performance : A meta-analysis. *Journal of Organizational Behavior*, 32, 788–818.

⁷ Konrath, S., Bushman, B., & Grove, T. (2009). Seeing My World in a Million Little Pieces: Narcissism, Self-Construal, and Cognitive-Perceptual Style. *Journal of Personality*, 77(4), 1197–1228; Konrath, S., O’Brien, E., & Hsing, C. (2011). Changes in dispositional empathy in American college students over time: A meta-analysis. *Personality and Social Psychology Review*, 15(2), 180–198.

⁸ Silard, A., & Watson-Manheim, M. B. (2015). The bait-and-switch of the Internet: The influence of connectivity on contactedness and connectedness. In *Conference Proceedings of the Academy of Management*. Vancouver, Canada: Academy of Management.