

A PROGRESS REPORT
2002-2003

ASU CENTER FOR NONPROFIT
LEADERSHIP AND MANAGEMENT



ARIZONA STATE
UNIVERSITY

COLLEGE OF PUBLIC PROGRAMS

“It is not government, it is not business, it is the social sector that may yet save the society.”

Peter F. Drucker, Peter F. Drucker Foundation for Nonprofit Management

Answering the Call

“The ASU Center for Nonprofit Leadership and Management serves as a conduit to the University. It’s a way for nonprofits to connect with all the wonderful resources the University has, whether finding interns, helping with research or encouraging faculty or staff to serve on boards of directors in leadership roles. It also connects students to the real world of nonprofit service, and nonprofit leaders to them.”

Lucia Causey, ASU CNLM Board member and retired Executive Director of the Volunteer Center of Maricopa County

America’s nonprofit organizations are being called upon like never before to deliver essential human services that enhance the quality of life in communities. Yet these organizations, including IRS 501(c)(3) public benefit nonprofits that often serve the most vulnerable, are only as effective as the individuals who serve in leadership and management roles.

That’s where the ASU Center for Nonprofit Leadership and Management (CNLM) comes into play. By improving the practice of these individuals, nonprofit organizations are strengthened and the quality of life in communities improves. In return, improved scholarship is possible when practitioners are partners in relevant research endeavors.

The Center was created after a thoughtful, extensive and inclusive process involving faculty, staff, students, nonprofits, funders and other stakeholders and a \$1.34 million grant from the W.K. Kellogg Foundation’s *Building Bridges* initiative. In 1999, the Arizona Board of Regents approved the ASU CNLM to become a comprehensive academic center to enhance the effectiveness of nonprofits – especially those involved in positive youth development and human services – through four interdisciplinary areas of focus:

- **Research that Matters**
- **Nonprofit Leadership/Management Education**
- **Technical Assistance**
- **Conferences & Convenings**

The Center is administered through the College of Public Programs and is hosted in the Department of Recreation Management and Tourism.

Building Momentum

Today, CNLM is the region’s only academic center that seeks to build nonprofit capacity through a comprehensive program of research, education and outreach. Since its founding, the Center has made significant progress toward fulfilling its mission:

- Built academic/practitioner partnerships by embracing collaboration as a means by which the work of universities can be accomplished

*“Nonprofits are an integral part of the civic life of a community...
As such, they have a special responsibility for leadership and a special contribution
to bring more people into the civic and political life of the society.”*

Dr. Anne Schneider, Dean, ASU College of Public Programs

- Developed an emerging graduate program and bolstered an already successful undergraduate program in the nonprofit studies area
- Initiated research projects that fill information gaps
- Helped to build nonprofit capacity by successfully developing a self-assessment process
- Convened several hundred individuals/nonprofits in ways that have strengthened their leadership and management capacity

Community Engagement Strategies

“The serious dedication to the link between practice and education is impressive. Many centers of this sort talk a lot about the link but don’t manage to make it really work. Here, traffic is moving smoothly between both ends of this academic-practice bridge.”

Dr. Robert F. Long, Vice President, W.K. Kellogg Foundation

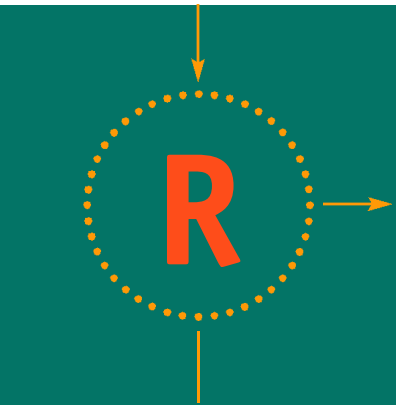
To serve as a dynamic link between the nonprofit community and ASU, CNLM has forged a multitude of partnerships and programs spanning faculty, foundations and other real-world applications:

- **CNLM’s Practitioner-in-Residence** program is designed to assure that nonprofit practitioners’ perspectives are considered in all facets of the Center’s activities. Practitioners-in-Residence have come to the Center from a range of organizations, including the Boys and Girls Clubs of Metropolitan Phoenix, Volunteer Center of Maricopa County, Mesa CAN and Scottsdale LINKS Collaborative.
- **CNLM’s partnership with the Volunteer Center of Maricopa County** provides strategically located off-campus space for CNLM in Central Phoenix and an important location for convening stakeholders involved in the work of nonprofit capacity building.
- **Four tenure-track faculty positions in the nonprofit studies area** have been supported by ASU, bolstering the teaching, research and outreach priorities of the Center in the process.
- Community partners such as the **Stardust Foundation, Lodestar Foundation, Motorola Corporation** and **Valley of the Sun United Way** have provided underwriting support for conferences, publications and educational opportunities designed to build the leadership and management capacity of nonprofits.

MOVING FORWARD

CNLM is well on the way to becoming the state’s preferred provider of relevant research, outstanding educational programs and technical assistance to nonprofits as well as a leading convener of leaders and managers in nonprofit organizations. It’s also positioned to be the campus focal point for those faculty members (internal) and community representatives (external) seeking knowledge about nonprofit issues.

Meeting Needs: Research that Matters



“The Center for Nonprofit Leadership and Management is an important organization that brings intellectual capital and resources to the social sector.”

Tamara Woodbury, C.E.O., Arizona Cactus Pine Girl Scout Council

Whether arming nonprofits with results of an area salary study to help them know what it takes to attract top talent or gaining insight into how much individuals donate of their time and money to nonprofit causes, CNLM provides relevant, important research that matters in making decisions and improving the effectiveness of nonprofits in our community.

In its first three years of operation, the Center funded 12 mini-grant research projects to ASU faculty. This research explored everything from volunteer motivations and models of collaborations to program evaluation studies, among many other pertinent topics to the nonprofit community. In the spring of 2002, the Center began rolling out the results from the first of three broad, ongoing commissioned studies of particular interest to the local nonprofit community:

- **Wage and Salary Study of the Nonprofit Sector in Maricopa County:** Includes compensation data on 45 nonprofit job positions, analyzed across organization budget and staff size plus salary comparisons with five other US regions, gender representation of executive directors, male-female salary comparisons, executive director education levels and years of nonprofit experience as well as other related data.
- **Statewide Giving and Volunteering Study:** Examines the attitudes and motivations behind the giving and volunteering behavior of Arizonans based upon a random sample of 1,000 citizens across the state.
- **Environmental Scan:** Reveals the size, scope and diversity of nonprofit organizations that exist in Arizona.

The Center releases highlights of its studies, reports and findings on its website and through its widely distributed monograph series, “Nonprofit Research Abridged.” It also provides full reports for purchase.

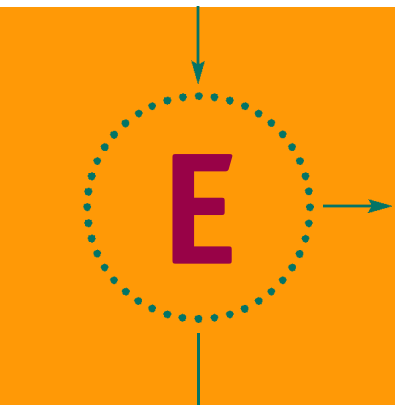
“We’re listening to the nonprofit community’s needs. The research that we do not only helps nonprofits make decisions or clarify something affecting their operations, it also helps them with policy development or in their day-to-day work.”

Stephanie Hiatt, Research Associate, ASU CNLM

LOOKING AHEAD

CNLM’s track record in the evolving field of research is positioning the Center to be the region’s primary provider of knowledge and research in the areas of philanthropy and nonprofit sector issues.

Preparing the Next Generation of Nonprofit Leaders: Nonprofit Leadership/Management Education



“ASU has exceptionally well qualified faculty who work with and listen to members of the nonprofit community. The students come out better prepared to work in the fields that they have chosen.”

Robin Hanna, Volunteer Chair of the ASU CNLM Board and Community Leader

CNLM today serves as the hub of nonprofit studies in the area, meeting the educational needs of undergraduate students, graduate students and career professionals alike through a comprehensive array of both credit and non-credit curricular offerings:

Undergraduate Program in Nonprofit Leadership and Management

The American Humanics (AH) program at ASU has been preparing students for nonprofit leadership positions through a service-learning model since 1980. This unique program, one of more than 80 affiliated with AH, Inc., attracts, prepares and places students into nonprofit careers through innovative coursework and co-curricular activities. It is nationally recognized each year for its outstanding leadership development activities and for the success of its alumni and students alike.

Graduate Certificate Program in Nonprofit Leadership and Management

The Graduate program enrolled its first students during the Fall 2000 semester. Designed to provide nonprofit managers and future leaders with the skills they need to achieve their organization’s goals and to play a leadership role in their communities, the multidisciplinary program offered through the ASU College of Public Programs requires 15 credit hours and relies heavily on the case study method, allowing students to apply theories and practices to actual management issues.

Professional Development Programs

In addition to its collaboration with ASU’s Nonprofit Management Institute (College of Extended Education), the Center also sponsors a non-credit “Series on Nonprofit Effectiveness” for practitioners who serve mostly grassroots nonprofits. The monthly training program covers a variety of topics, from strategic planning and marketing to financial management and outcomes measurement. The program is co-sponsored by the Society for Nonprofit Organizations and has received underwriting support by the Motorola Corporation and the Valley of the Sun United Way.

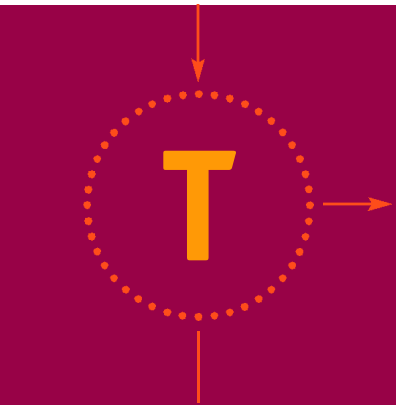
“The program is intensive enough that it penetrates the surface to help you understand and develop your true vision for the nonprofit. It takes good people and helps them become true leaders. To this day, having the Graduate Certificate in Nonprofit Leadership and Management on my resume has definitely given me credibility.”

Kirk Utzinger, Vice President, Big Brothers Big Sisters of Central Arizona and alumnus of the nonprofit graduate certificate program

SHAPING THE FUTURE

As momentum continues building for educational programs, CNLM is leading the development of a master’s degree in nonprofit leadership and management. Additionally, CNLM is positioned to coordinate the range of ASU undergraduate, graduate and continuing education programs.

Building Nonprofit Capacity: Technical Assistance



“It’s always nice to have a big heart and want to help the community whether you’re a teacher, a coach or the director of a Y; however, you can’t mistake that for the fact that you need good business skills to succeed.”

Greg O’Brien, CEO, Valley of the Sun YMCA

Helping nonprofit leaders, staff and volunteers gain the technical skills they need to thrive in today’s competitive environment is the focus of CNLM’s technical assistance efforts. As a result, CNLM is emerging as a key resource for nonprofits desiring ways to increase their leadership and management effectiveness to meet their mission of building the quality of life in our own communities.

During the 2000-2001 year, the Center initiated an Organizational Self-Assessment Incubator that provided assistance to five Maricopa County nonprofits – Family Service Agency, Florence Crittenton Services of Arizona, HomeBase Youth Services, PREHAB of Arizona and West Valley Child Crisis Center – who desired to work through a process of organizational self-discovery and transformation. The incubator involved faculty, staff, students, professional facilitators and community leadership volunteers.

Facilitated by local members of the Drucker Foundation training team organized by CNLM, the Self Assessment Pilot challenged agency participants to answer the questions that go to the very heart of their organizations: why it exists, who it serves and what it must do to make a difference.

A Community Resource

The Center also helps link students and faculty with nonprofits related to service-learning projects. In addition, CNLM staff and faculty respond to dozens of calls each month and serve as an important information and referral source to stakeholders who have questions about all facets of nonprofit organization management. They also provide leadership to more than a dozen area-wide initiatives, such as the Arizona Nonprofit Capacity Building Steering Committee and NPower AZ, designed to build technological capabilities of nonprofits.

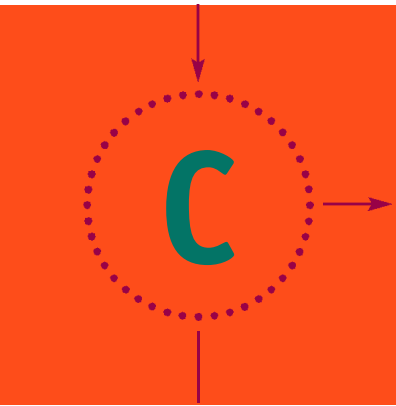
“The only way to raise the level of nonprofit effectiveness in the broadest term is to increase the training that we provide to both paid staff and volunteers in delivering services. Many have strong academic backgrounds, but no training on how to run a nonprofit or serve on a board. The Center meets these needs.”

Kate Forbes, Founding Volunteer Chair of CNLM Board; Executive Vice President and CFO, eTec

EMERGING TOOLS

In addition to its facilitated, hands-on technical capacity-building initiatives, CNLM is creating a web-based query system that will allow individuals to access frequently asked questions and to pose technical assistance questions. Technical reports will also be readily available through the Center’s website.

Leading by Example: Conferences and Convenings



“Our annual March Forum on Nonprofit Effectiveness is so highly regarded among executive directors that they don’t miss the date.”

Lorie Cobb, Senior Program Coordinator, ASU CNLM

Designed to stimulate thought about best practices of nonprofit leadership and management and to provide high-level training from leading authorities around contemporary issues facing the nonprofit sector, the Center offers nonprofit CEOs, executive directors and board leaders numerous conferences and convenings.

CNLM’s annual Educational Forums, held on the first Friday of March each year, involve “best practices” for nonprofit management and have quickly grown to become the leading annual conference on nonprofit effectiveness held in the state each year. The Center attracts leading national partners – The Drucker Foundation for Nonprofit Management (New York), BoardSource (formerly the National Center for Nonprofit Boards - Washington DC), The Evaluation Forum (Seattle, WA) and Lodestar Foundation (Phoenix) – that work with CNLM faculty and staff to provide affordable access to the latest and most innovative thinking on core issues for nonprofits.

Themes for the annual Forum cover a variety of topics ranging from organizational self-assessment and creating a culture of board performance to evaluating effectiveness. More than 400 individuals representing nearly 250 nonprofits have participated.

EXPANDING HORIZONS

In the future, look for a Nonprofit Thought-Leaders Enrichment series that will bring leading scholars and practitioners to campus and to the community on relevant themes through on-campus and off-campus presentations and dialogues.

“In addition to making grants, funders can help nonprofits increase their effectiveness by putting them in touch with the right community resources in areas like fund development, strategic planning, and volunteer management. ASU’s Center for Nonprofit Leadership and Management is a recognized community resource in these areas and more, and we routinely encourage nonprofits to take advantage of their information and skills.”

Roger A. Hughes, Executive Director, St. Luke’s Health Initiatives

“The Center brings a level of enhanced public awareness about the sector; the fact that there’s an educational institution in this state that has the Center lends credibility to the nonprofit sector. Members of the community learn that nonprofit leaders aren’t just rolling out of bed with good intentions. For a long time, this community and others have undervalued the sophistication and work of the social sector.”

Tamara Woodbury, C.E.O.
Arizona Cactus Pine
Girl Scout Council



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