



**SCHOOL OF LEADERSHIP AND EDUCATION SCIENCES**

**Department of Leadership Studies**

**HANDBOOK FOR**

**Nonprofit Leadership  
and Management Program**

**2015-2016**

**School of Leadership and Education Sciences  
Department of Leadership Studies  
Student Handbook Acknowledgement**

I understand and agree that it is my responsibility to read, understand and comply with the Nonprofit Leadership and Management 2015-2016 Handbook and all other applicable policies of the University of San Diego. I understand that the handbook and university policies are posted electronically on the university's website, and I am familiar with how those materials can be accessed.

If I have any questions regarding the handbook or any applicable university policies, it is my responsibility to direct my questions to Jennifer Yebba, Assistant Director, Institute for Nonprofit Education and Research or the Department of Leadership Studies.

**Signature:**

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**Print Name:**

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**Date**

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## Welcome Letter

August 2015

Dear Student:

Welcome to USD's Nonprofit Leadership and Management Program. We congratulate you on having been selected to share this academic experience with us, and hope you will find it to be rich and rewarding.

You are part of an outstanding cohort of students who hail from many different backgrounds and organizations within the nonprofit and philanthropic sector. We anticipate your academic experience will be significantly enhanced by the relationships you build with each other as part of a learning community.

The purpose of the information contained in this handbook is to help guide your academic experience at USD. We also expect you will check our website regularly – [www.sandiego.edu/nonprofit](http://www.sandiego.edu/nonprofit) – for **course descriptions, program events** and other important information. In addition, SOLES administrators have prepared a graduate policies handbook, which is supplementary to this document. **It is essential that you review both of these handbooks as they detail the policies, procedures and requirements of the program and the University.**

I am so looking forward to working with each and every one of you during your academic career. Please contact me any time if I can assist you in any way. I can be reached at 619-260-2903 or at [lauradeitrick@sandiego.edu](mailto:lauradeitrick@sandiego.edu).

Wishing you success on behalf of all the faculty,

Laura Deitrick  
Director, Institute for Nonprofit Education and Research

## **The Institute for Nonprofit Education and Research**

The Institute for Nonprofit Education and Research educates leaders and advances best practices in the nonprofit and philanthropic community through academic excellence, applied learning and research that examines issues of strategic importance to the sector.

### **Graduate programs at the master's and doctoral level in nonprofit leadership and management**

- The MA in Nonprofit Leadership and Management
- The PhD in Leadership Studies with a Specialization in Nonprofit and Philanthropic Leadership

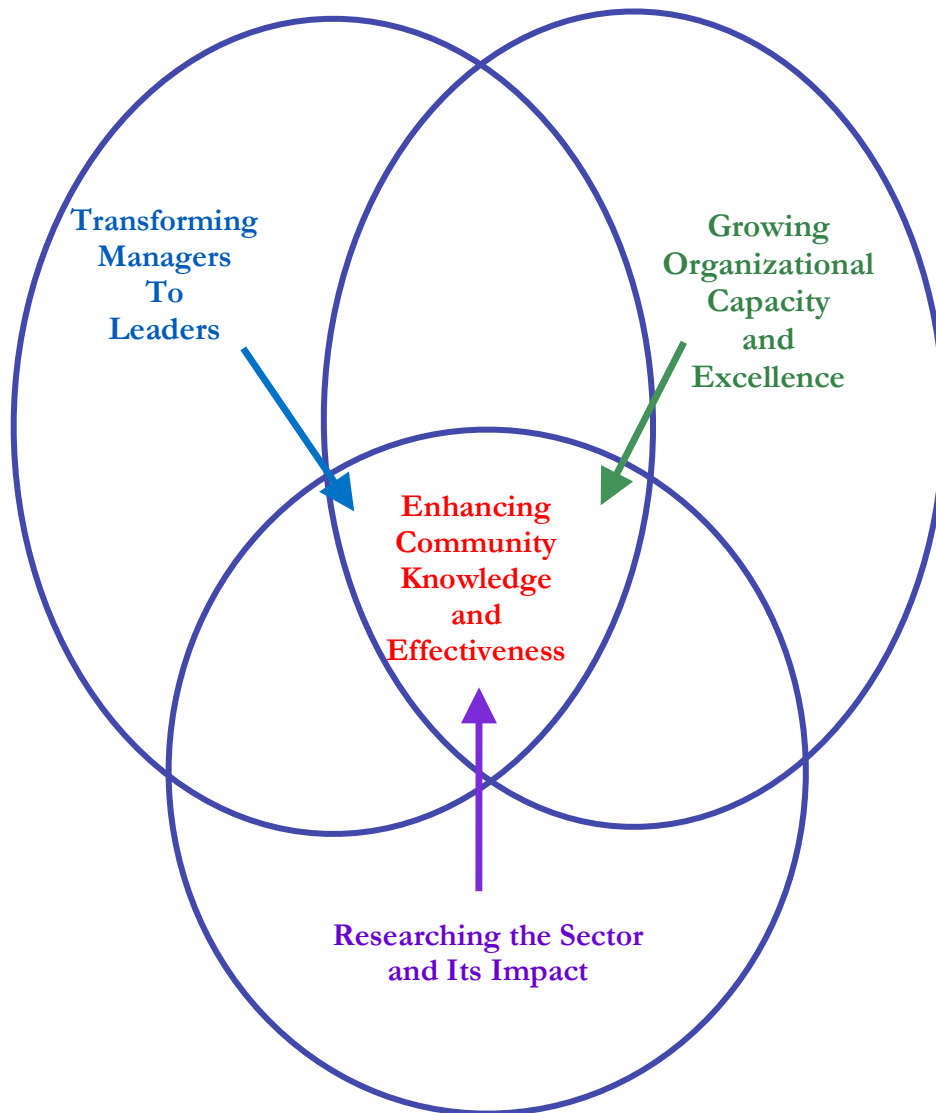
### **Community education offered in the form of a certificate program, conferences and seminars**

- Certificate in Nonprofit Management through the Division of Professional and Continuing Education
- Annual Nonprofit Governance Symposium
- Annual State of Nonprofits Summit

### **The Caster Family Center for Nonprofit and Philanthropic Research**

- Provides research, evaluation, and consulting services for local nonprofits
- Training facility that enables doctoral students to directly engage in a variety of Third Sector research projects

# Institute for Nonprofit Education and Research



**Transformational Academic Excellence**

*Academic Rigor with Real World Relevance*

## Program Reduced Tuition

All students admitted to the MA in Nonprofit Leadership and Management program that are employed by a 501(c)(3) organization are eligible for the discounted tuition rate (\$765 per unit for the 2015-2016 academic year). This rate will remain in place for as long as the student is continuously enrolled in the program. **Should a student take a leave of absence, upon his/her return to the program, the tuition rate will be reset to the current rate of tuition for Nonprofit program students.**

Should a student leave his/her employment for any reason while enrolled in the program, s/he will be granted up to six (6) months to secure new employment with an eligible nonprofit. During this grace period, the reduced tuition and scholarship will continue to be awarded. If the student does not secure new eligible employment after the six (6) month period, the reduced tuition and scholarship will be discontinued.



## Nonprofit Leadership and Management Scholarship

All students admitted to the MA in Nonprofit Leadership and Management program who are employed by a 501(c)(3) organization are eligible to apply annually for a Practitioner Scholarship of up to \$2,500 per year.

Student scholarships are funded by a variety of individual donors (including many Nonprofit program alumni), corporations, foundations, revenue earned from program events and funds generated from applied projects carried out for select nonprofit client organizations.

The program director will be responsible for making determinations about reduced tuition and scholarship eligibility when questions arise.

### **Please Note:**

- **Students must reapply for the scholarship annually**
- Should a scholarship recipient withdraw or transfer from the MA in Nonprofit Leadership and Management program without earning a degree, any scholarship funds awarded will convert into a loan and must be paid back to the University of San Diego

### **Scholarship Requirements**

To be eligible for the MA in Nonprofit Leadership and Management Practitioner Scholarship the following criteria must be satisfied:

- Maintain employment within a 501(c)(3) organization working at least 20 hours per week (legally designated international students are exempt from this requirement)
- Must maintain a GPA of 3.0 or higher
- Must be in compliance with all graduate student policies at USD
- All Admissions and Financial Aid forms must be properly completed and processed. Each applicant must annually file the Free Application for Federal Student Aid (FAFSA). For the FAFSA application, visit: [www.fafsa.ed.gov](http://www.fafsa.ed.gov).

### **Additional Requirements**

The following are additional requirements for receiving the MA in Nonprofit Leadership and Management Practitioner Scholarship:

- Submission of headshot to Assistant Director of INER ([jyebba@san Diego.edu](mailto:jyebba@san Diego.edu))
- Completion of biography form (sent to you after the scholarship application is completed)
- Submission of two handwritten donor thank you cards (you will be assigned two donors after the scholarship application is completed)

Failure to submit these items by the requested deadlines will result in the cancellation of your scholarship.



### **Application Procedure**

- Submit a scholarship application form online by the required deadline (<http://www.sandiego.edu/soles/admission-and-aid/scholarships/leadership-studies.php>)
- Submit required essay
  - o Essay: 500 words answering: "Why a donor would be proud to award me a scholarship."
- Submission of an employment verification letter - Please have your employer submit a letter verifying your employment and current job title. Please have your employer email the letter to [soles.scholarships@gmail.com](mailto:soles.scholarships@gmail.com) and be sure they include "**Nonprofit Practitioner Scholarship**" in the Subject Line.

*Please remember:* the retail cost of this degree is **\$49,320**. Due to the generosity of the University of San Diego and the Institution's commitment to social justice, the tuition of 501(c)(3) practitioners is reduced to \$27,540.

We hope that each student who is scholarship eligible treasures this opportunity.

## Frequently Asked Questions

### CONTACT INFORMATION

- 1. What is the main campus telephone number for US?**  
(619) 260-4600. All USD extensions begin with 260.
- 2. How do I contact Laura Deitrick, Interim Director?**  
Laura Deitrick can be reached at [lauradeitrick@sandiego.edu](mailto:lauradeitrick@sandiego.edu) or by calling (619) 260-2903. Her office is located in Mother Rosalie Hill Hall, room 265A.
- 3. How do I contact Jennifer Yebba, Assistant Director?**  
Jennifer Yebba can be reached at [jyebba@sandiego.edu](mailto:jyebba@sandiego.edu) or by calling (619) 260-2918. Her office is located in Mother Rosalie Hill Hall, room 26  
\* Expected return: early October 2015
- 4. How do I contact Amanda Corona, Executive Assistant?**  
Amanda Corona can be reached at [amandacorona@sandiego.edu](mailto:amandacorona@sandiego.edu) or by calling (619) 260-7442. Her office is located in Mother Rosalie Hill Hall, room 263.  
\* Expected return: late September 2015  
  
\* Contact while Jennifer and Amanda are on leave:  
Connelly Meschen, Interim Coordinator  
[cmeschen-09@sandiego.edu](mailto:cmeschen-09@sandiego.edu) or (619) 260-7442  
Mother Rosalie Hill Hall, room 263
- 5. How do I get in touch with the faculty?**  
Go <http://www.sandiego.edu/soles/about-soles/> and click on the left bar that says [Faculty](#). Many of our faculty can be found under the [Affiliate Faculty](#) link.

### COURSE RELATED

- 1. How do I register for classes?**  
You will be able to register for classes online through your MySanDiego Portal (<https://my.sandiego.edu/cp/home/displaylogin>). You must have a USD username/email account to access this information.
- 2. How do I find out what classes are being offered each semester?**  
Go to <https://www.sandiego.edu/soles/gateways/current-students/course-descriptions/> and then click on "COURSEWORK". You will be able to find the class schedule for the entire academic program there.
- 3. How do I drop or add a course?**  
You can add and drop courses through your MySanDiego Portal (<https://my.sandiego.edu/cp/home/displaylogin>). Please refer to the academic calendar:

<http://www.sandiego.edu/academiccalendar/> for deadlines that will impact your tuition refund. Please also refer to the graduate student policies, which can be found online: [http://www.sandiego.edu/soles/documents/Graduate\\_Student\\_Policies.pdf](http://www.sandiego.edu/soles/documents/Graduate_Student_Policies.pdf)

**4. How do I find where my classroom is located?**

You can find classes and class schedule/roster pages by using the MySanDiego portal: <http://my.sandiego.edu/cp/home/loginf>.

**5. Where do I buy my books?**

First, do not buy your text books until you have received the most recent course syllabus from the instructor or, you have verified that the syllabus on the website contains the most recent course dates so that you know that it is current. Many of the syllabi that are posted on the nonprofit website are *syllabi from the previous time the course was offered*, and while we try hard to keep them up-to-date, we cannot always guarantee that they are the most recent version for that particular course. Please check the date on the syllabus to make sure the document is current.

Course readers must be purchased in the USD Torero Store (<http://www.usdtorerores.com/>) but many of your textbooks can be bought through Amazon.com or other web sites at a discount. **Please note:** Purchasing books and course packs through the bookstore allows you to use your financial aid, scholarships or student account funds.

In addition, our office has some textbooks available on loan (this does not include course readers as those are updated each semester). Please see Jennifer Yebba if you wish to take out a loaned textbook.

**6. Where can I find assistance for my writing?**

USD Writing Center tutors help students improve their academic writing. Students are tutored individually in all phases of the writing process. Tutoring is free and by appointment, with drop-ins accommodated if appointment slots are open. Tutoring sessions usually last 45 minutes to one hour. For more information, visit the Writing Center's website: [http://www.sandiego.edu/cas/english/writing\\_center/](http://www.sandiego.edu/cas/english/writing_center/)

We also have alumni mentors who may be available for writing assistance. Please contact Jennifer Yebba if you would like to be connected with an alumni mentor.

## FINANCIAL AID

### **1. How do I get questions answered about Financial Aid?**

Financial Aid questions should be directed to the One Stop Student Center (<http://www.sandiego.edu/onestop/>) at (619) 260-2700 or [onestop@sandiego.edu](mailto:onestop@sandiego.edu) or the Office of Financial Aid (<http://www.sandiego.edu/financialaid/index.php>) at (619) 260-2700 or [usdofas@sandiego.edu](mailto:usdofas@sandiego.edu). Be sure the person who you speak with understands that you are in the Nonprofit Leadership and Management Program and your program involves “special billing”.

### **2. How do I get billing questions answered?**

All Master’s students can obtain student account information from the One Stop Student Center (<http://www.sandiego.edu/onestop/>) at (619) 260-2700. Be sure the person who you speak with understands that you are in the Nonprofit Leadership and Management Program and your program involves “special billing”.

## STUDENT LIFE

### **1. Where can I buy food on campus?**

There are many small restaurants (<http://www.sandiego.edu/dining/>) on campus in the following locations: Bert’s Bistro in Mother Rosalie Hill Hall, La Paloma which is right outside of the Institute for Peace and Justice (IPJ) and Aroma’s Coffee shop located on the west side of Maher Hall. There are also many different food options in the Student Life Pavilion (near the University Center).

### **2. How can I participate in campus activities?**

There’s so much to take advantage of from plays to athletic facilities to the SOLES Graduate Student Association (SGSA). Please look on the main USD website (<http://www.sandiego.edu/>), the SOLES website (<http://www.sandiego.edu/soles/>), and the SOLES Student Life website (<http://www.sandiego.edu/soles/about-soles/student-life/>).

### **3. What’s the story with parking permits?**

You will need to purchase a **part-time** student commuter-parking permit [http://www.sandiego.edu/parking/parking\\_information/students.php#commuter\\_students](http://www.sandiego.edu/parking/parking_information/students.php#commuter_students) (\$70/semester) through your MySanDiego Portal. You can contact Parking Services directly by calling (619) 260-4518 if you have any questions.

#### **Please note:**

- Commuter students must park in any unmarked (non-residential), white-lined spaces on the main campus, Monday-Friday, 6:00am to 5:00pm.
- Commuter students may park in any yellow-lined space or reserved space (not marked 24/7 or indicated by Parking Services) between 5:00pm and 6:00am.

## **EMAIL**

### **1. How do I get a USD email account?**

You **must** register for a USD email account via this link:

<https://my.sandiego.edu/cp/home/displaylogin> Click on “**OPEN AN ACCOUNT**” on the left side of the page. If you run into any technical problems, please contact the Tech Support Center at (619) 260-7900.

### **2. Do I really need a USD email account? Why?**

Yes, it is required! You will be billed for tuition online (Student Accounts will **not** bill you via snail mail) and final grades can be accessed online only. Faculty are required to communicate with students using the USD email account. All of these things are available to you via the MySanDiego Portal. You can set up your USD e-mail account so that it forwards to the e-mail address you use on a more regular basis.

### **3. Do I really have to read ALL the emails that are sent to my USD email account?**

Emails sent from the department, Executive Assistant, Assistant Director, Interim Coordinator, Interim Director, and all nonprofit faculty contain important course information – deadlines, schedule changes, upcoming events, etc. It is very important that you read every email that comes from these individuals.

## **NONPROFIT MANAGEMENT PROGRAM ALUMS**

### **1. What are the benefits of an alumni mentor and how do I get one?**

We have many alumni who are willing to help you through the program. Alumni mentors serve many purposes (depending on your need) from talking about work/life/school balance, proofreading papers or providing guidance. If you would like an alumni mentor, please let Jennifer know and we will work with you to make a match.

## 2015 – 2016 Graduate Academic Calendar

### Fall Semester 2015

#### August 2015

26	Wed.	First day of Advocacy class
27	Thurs.	Late registration fee begins (\$150) Monthly late payment penalty begins

#### September 2015

1	Tues.	SOLES New Student Welcome
2	Wed.	Classes Begin
7	Mon.	Labor Day holiday – No classes
10	Thurs.	Mass of the Holy Spirit
21	Mon.	Deadline for 90 percent tuition refund
28	Mon.	Deadline for 80 percent tuition refund

#### October 2015

1	Thurs.	Financial aid application for Intersession 2016 available
1 - 29		Online class reservation for Intersession 2016
5	Mon.	Deadline for 70 percent tuition refund
19	Mon.	Deadline for 60 percent tuition refund
23	Fri.	Fall holiday (no classes)
27	Tues.	Deadline for 50 percent tuition refund

#### November 2015

1	Sun.	Priority deadline for Intersession 2016 financial aid application
2	Mon.	Class reservation begins for Spring 2016 Walk-in registration begins for Intersession 2016
3	Tues.	Deadline to select grade or Pass/Fail option
10	Tues.	Last day to withdraw from classes with “W” Deadline for removal of Incomplete from Spring and Summer Sessions

13 Fri. Final fee payment deadline for Intersession 2016 online registration

25 – 27 Wed. – Fri. Thanksgiving holiday (no classes; offices closed Thursday and Friday)

### December 2015

14 Mon. **Last day of classes**

Deadline for submission of master's thesis/doctoral dissertation for January 2016 graduation

16 – 22 Wed. - Tues. Final examinations

22 Tues. Last day to petition for August 2016 graduation

### Intersession 2016 (Optional)

#### January 2016

4 Mon. **First day of Intersession classes**

18 Mon. Martin Luther King Jr. holiday (no classes; offices closed)

22 Friday **Last day of Intersession classes**

### Spring Semester 2016

#### January 2016

4 Mon. Fall 2015 Final Grades Due

19 Tues. Final registration/fee payment without penalty

20 Wed. Late fees begin

25 Mon. **First day of Spring classes**

28 Thurs. All Faith Service

#### February 2016

1 Mon. Financial aid applications for Summer 2016 available

3	Wed.	Last day to enroll in classes and to drop a class without a “W” Deadline for 100 percent tuition refund
10	Wed.	Deadline for 90 percent tuition refund
17	Wed.	Deadline for 80 percent tuition refund
24	Wed.	Deadline for 70 percent tuition refund

### March 2016

1 – 30	Tues. - Wed.	Online class reservation for Summer 2016
9	Wed.	Deadline for 60 percent tuition refund
16	Wed.	Deadline for 50 percent tuition refund
17	Thurs.	Priority deadline for Summer 2016 financial aid applications
21 – 28	Mon. – Mon.	Combined Spring Break/ Easter holiday (no classes)
29	Tues.	Deadline to select grade or Pass/Fail option

### April 2016

1	Fri.	Priority deadline for Fall 2016 and Spring 2017 financial aid applications Last day to withdraw from classes with “W” Deadline for removal of Incompletes from prior semester and Intersession
4	Mon.	Class reservations begin for Fall 2016 Walk-in registration begins for Summer 2016 at One Stop
8	Fri.	Final fee payment deadline for Summer Sessions 2016 online registration
27	Wed.	Deadline for submission of master’s thesis/doctoral dissertation for May 2016 graduation

### May 2016

9	Mon.	<b>Last day of classes</b>
12 – 18	Thur. - Wed.	Final Examinations
18	Wed.	Last day to petition for January 2017 graduation
21	Sat.	Commencement
24	Tues.	Final grades due



### **Summer Session 2016 (Optional)**

See the Summer Sessions course catalog for specific courses, dates and registration procedures.

#### **June 2016**

#### **August 2016**

3	Wed.	Deadline for submission of master's thesis/doctoral dissertation for August 2016 graduation
26	Fri.	<b>Last day of Summer Session</b>

# University of San Diego Integrity Policy

## Preamble

The University of San Diego is an educational institution inspired by Roman Catholic values as expressed in the Mission Statement of the University. As an educational community the University seeks to make clear the rights and responsibilities of individuals and organizations which are part of that community.

This Code has been established in order to ensure community order and to facilitate students' unencumbered pursuit of education both inside and outside of the classroom. Stated first are the Rules of Conduct. Secondly are University policies related to students and student organizations. Thirdly are disciplinary procedures and sanctions.

The rules, policies and procedures outlined in this Code provide a framework for community life at the University of San Diego. Recognized student organizations may establish rules and procedures for the purpose of self-regulation so long as those rules and procedures are not in conflict with the provisions of this Code.

The University reserves the right to employ procedures outlined in this Code to respond to behavioral difficulties or violations of civil or criminal statutes both on and off campus regardless of the actions of civil and criminal authorities.

As changing times and needs of the University community dictate, the President of the University may appoint a committee to recommend additions to or deletions from this Code.

## Rules of Conduct

The complete USD Integrity Policy may be found within the Associated Students section of the USD website.

<http://www.sandiego.edu/associatedstudents/branches/vice-president/academics/honor-council/integrity-policy.php>

## Code of Conduct for the Nonprofit Program

1. Confidentiality – Please remember that confidential and sensitive issues are discussed in the classroom. The nonprofit world in San Diego and beyond is a small one; students should **not** discuss **any** information about classmates' personal or professional dilemmas with colleagues who are not enrolled in the program. Similarly, information shared by students in one class should not be shared with students in another class. We employ the "Las Vegas Rule: What's said here stays here."

2. Academic Dishonesty – An act of academic dishonesty may be either a serious violation or an infraction. The instructor or supervisor of the academic exercise will have responsibility for determining that an act is an infraction or may be a serious violation. Serious violations are the following acts:
- a. Examination Behavior. Any intentional giving or use of external assistance during an examination shall be considered a serious violation if knowingly done without express permission of the instructor giving the examination.
  - b. Fabrication. Any intentional falsification or invention of data, citation, or other authority in an academic exercise shall be considered a serious violation, unless the fact of falsification or invention is disclosed at the time and place it is made.
  - c. Unauthorized Collaboration. If the supervisor of an academic exercise has stated that collaboration is not permitted, intentional collaboration between one engaged in the exercise and another shall be considered a serious violation by the one engaged in the exercise, and by the other if the other knows of the rule against collaboration.
  - d. Plagiarism. Any intentional passing off of another's ideas, words, or work as one's own shall be considered a serious violation.
  - e. Misappropriation of Resource Materials. Any intentional and unauthorized taking or concealment of course or library materials shall be considered a serious violation if the purpose of the taking or concealment is to obtain exclusive use, or to deprive others of use, of such materials.
  - f. Unauthorized Access. Any unauthorized access of an instructor's files or computer account shall be considered a serious violation.
  - g. Serious Violations Defined by Instructor. Any other intentional violation of rules or policies established in writing by a course instructor or supervisor of an academic exercise is a serious violation in that course or exercise.

Infractions are the following acts:

- a. Any unintentional act is an infraction that, if it were intentional, would be a serious violation.
  - b. Any violation of the rules or policies established for a course or academic exercise by the course instructor or supervisor of the academic exercise is an infraction in that course or exercise if such a violation would not constitute a serious violation.
3. Citation style – In your written work it is important to properly give credit through citation. **In this program citation should follow the APA format.** It is sometimes difficult to know when to cite and when you are crossing the plagiarism line. In addition, Copley Library offers regular seminars on research and writing using the APA format. Lisa Burgert, the Librarian assigned to SOLES, will be happy to meet with you or otherwise assist you if you have questions pertaining to academic writing and research. She can be reached at [lburgert@sandiego.edu](mailto:lburgert@sandiego.edu) or (619) 260-469
4. Please respect your instructor and fellow classmates by arriving to class **on time**.

5. Class attendance is **expected**. Missed classes will have a negative impact on your course grade and excessive absence may result in failing the course. For most semester-long courses, **missing more than three classes will result in a failing grade**. **In some instances, courses will contain a class that meets for an entire day such as all day on a Saturday. You may not miss an entire day and still pass the course.** Please plan your vacation and other absences accordingly.

## USD Nonprofit Program Academic Performance Standards

Graduate students who satisfactorily complete the work of a subject by the end of the term receive one of the following grades:

**A** - Exceptionally good performance demonstrating a superior understanding of the subject matter, a foundation of extensive knowledge, and a skillful use of concepts and materials.

**B** - Good performance demonstrating capacity to use the appropriate concepts, a good understanding of the subject matter, and an ability to handle the problems and materials encountered in the subject.

**C** - Minimally acceptable performance for graduate work, demonstrating partial familiarity with the subject matter and some capacity to deal with relatively simple problems, but also demonstrating deficiencies serious enough to make it inadvisable to proceed further in the field without additional effort.

Questions about course performance should be directed to the instructor. Faculty members make every effort to carefully review work that is submitted before assigning a grade and make a determination based upon an objective set of criteria that are established for that particular assignment. Please keep in mind, a grade of "A" connotes mastery of the material that is at an expert level.

Additional items:

- Class attendance and participation is required.
- Class absences will result in a reduction in grade.
- Papers must be grammatically correct, illustrate that the student has read and understood the reading material, should incorporate original thinking and appropriately reference material that supports the student's work.
- Late papers are **not** acceptable except in cases of extreme hardship, subject to approval by the instructor. If you find yourself in an untenable situation, you may discuss the possibility of turning in a late paper or taking an "Incomplete" in a given course. **Should** the instructor grant permission for an "Incomplete", you need to negotiate when your final product will be submitted for review (no later than ten weeks into the following Fall or Spring semester). If you find yourself unable to complete a course and feel the need to withdraw from it, please contact the faculty member to discuss the matter.

**A note about required coursework:** In rare instances where a student has a demonstrated competency in one of the following subject areas: Finance, Strategic Planning, Fundraising, Nonprofit Legal Issues, or Research Design/Program Evaluation the student may approach the course professor and subsequently, the program director, about opting out of that course. If the director and professor agree, the student may substitute elective units for those required courses. No other course substitutions will be granted.

**SOLES GRADUATE STUDENT POLICIES:**

The School of Leadership and Education Sciences Graduate Student Policies document is available online: [http://www.sandiego.edu/soles/documents/Graduate\\_Student\\_Policies.pdf](http://www.sandiego.edu/soles/documents/Graduate_Student_Policies.pdf)  
Students are expected to abide by the SOLES Graduate Student Policies.

Please use these guides for planning purposes. Note: Elective courses are offered every term - Plan your schedule around those elective courses of most interest to you.

**SAMPLE TWO YEAR SCHEDULE**

YR 1	FALL YEAR ONE	UNITS	INTERSESSION YEAR ONE	UNITS	SPRING YEAR ONE	UNITS	SUMMER YEAR ONE	UNITS
	550: Leadership °	3	Plus 1 elective units	1	559: Leadership & Org Change °	3	507: Community Organizing/Change °	3
	501: NP Management Fundamentals °	3			503: Nonprofit Finance °	3	509: Legal Issues for NP	2
	Plus 2 elective units	2			510: Board Leadership °	2		
		8		1		8		5

YR 2

FALL YEAR TWO	UNITS	INTERSESSION YEAR TWO	UNITS	SPRING YEAR TWO	UNITS
500: Research Design & Eval °	4	Plus 1 elective unit	1	502: Leadership & Ethics °	3
506: Resource Development °	3			511: Strategic Planning & Position °	2
	7		1	Plus 1 elective units	1
					6

Year 1 Units 22  
 Year 2 Units 14  
 Total Units 36

Required Units 31  
 Electives 5  
 Total Units 36

**SAMPLE THREE YEAR SCHEDULE**

YR 1

FALL YEAR ONE	UNITS	INTERSESSION YEAR ONE	UNITS	SPRING YEAR ONE	UNITS	SUMMER YEAR ONE	UNITS
550: Leadership °	3	Plus 1 elective unit	1	503: Nonprofit Finance °	3	Plus 2 elective units	2
501: NP Management Fundamentals °	3			510: Board Leadership °	2		
	6		1		5		2

YR 2

FALL YEAR TWO	UNITS	INTERSESSION YEAR TWO	UNITS	SPRING YEAR TWO	UNITS	SUMMER YEAR TWO	UNITS
500: Research Design & Eval °	4			559: Leadership & Org Change °	3	507: Community Organizing/Change °	3
	4		0	509: Legal Issues for NP	2		
					5		3

YR 3

FALL YEAR THREE	UNITS	INTERSESSION YEAR THREE	UNITS	SPRING YEAR THREE	UNITS	SUMMER YEAR THREE	UNITS
506: Resource Development °	3	Plus 1 elective unit	1	502: Leadership & Ethics °	3		
Plus 1 elective units	1			511: Strategic Planning & Position °	2		
	4		1		5		0

Year 1 Units 14  
 Year 2 Units 12  
 Year 3 Units 10  
 Total Units 36

Required Units 31  
 Electives 5  
 Total Units 36

\*Students may graduate in the months of May, August and January.

## Course Search and Registration

### How to Look up Class schedules:

To view all the LEAD offerings, as well as course meeting dates and times – go online to <http://my.sandiego.edu>

On the **Torero Hub**, Select **My Academics** at the top and then go to the **Registration Tools** box and select **Browse Classes**.

Or navigate directly to: [https://usdssb.sandiego.edu/prod/usd\\_course\\_query.p\\_start](https://usdssb.sandiego.edu/prod/usd_course_query.p_start)

1. Select the **Term code** you are interested in - hit **Submit**
2. Choose the criteria “LEAD- Leadership Studies” in the **Subject Codes** dropdown menu.
3. Under **Display Options** - Choose “**Blocks**” from the **View As** dropdown menu.
4. Scroll down to **Sort Criteria**
5. Choose “**Course Number**” under **First** criteria.
6. Hit **Submit**

This will display all LEAD courses during the selected term, in numerical order.

### How to Register for Classes:

Via the portal at <http://my.sandiego.edu>

On the **My Academics** tab you can find a link to “**Add or Drop Classes**” in the **Registration Tools**

1. Select the **Term** you are interested in - hit **Submit**
2. If you already have the CRN number, enter it on this screen and hit “**Submit Changes**”. Skip to #6 below.
3. If you do not have the CRN number, hit “**Class Search**”
4. Subject: Select Leadership Studies (or other subject if applicable)
5. Hit “**Course Search**”
6. Select “**View Sections**” for the course you wish to register for
7. Check the box next to the section of the course you wish to register for
8. Hit the button “**Register**” (skip to #10) OR “**Add to Worksheet**” if you want to add more than one class.
9. If you use “Add to Worksheet”, repeat above process, until you have all the CRNs you need on the worksheet
10. Hit “**Submit Changes**”
11. Follow any onscreen prompts. If you are unsure what an error means, contact the One Stop Center for more information [onestop@sandiego.edu](mailto:onestop@sandiego.edu)



## International Requirement for Nonprofit Leadership and Management Students

All SOLES students are required to engage in an international experience as part of their degree requirements.

**Goal of Nonprofit International Experience:** The faculty of the NLMP believes that exposure to other cultures greatly enhances one's ability to be a more effective leader. The goal of the international experience is to enable each student to obtain an intellectually broadening exposure to at least one other culture in order to foster his/her personal and professional growth, improve cultural understanding and acquire skills for working more effectively with diverse communities. To fulfill the international requirement, the project must have a robust academic component that is part of the experience. Officially designated international students are exempt from this requirement.

### Options for fulfilling the requirement

1. Students may carry out one of their applied projects with an international nonprofit as long as the project includes a multi-cultural experience. By a multi-cultural experience we mean working closely with people from another culture to incorporate their values into the product you are helping to create for that organization. Your faculty member and advisor must approve the project in advance. Each student is required to submit a SOLES International Experience Requirement Application Form and gather signatures from their advisor and the faculty member overseeing the requirement. The form can be found on the website:  
<http://www.sandiego.edu/soles/documents/SOLES.Intl.Experience.Form033010.pdf>
2. Students may take an approved international, I-designated course that we offer at USD either for credit or not for credit. The course must be centered on or contain a component that reflects the stated goals of the nonprofit international experience.  
<http://www.sandiego.edu/soles/centers-and-research/global-center/global-study-courses/>
3. Students may take a course at USD that has an international component embedded within it – i.e., specific curricula, reading and assignment – as long as that component reflects the stated goals of the nonprofit international experience.
4. Occasionally with permission from the program director, students may take, for either credit or not for credit, an international course that we approve from another university.

### Implementation

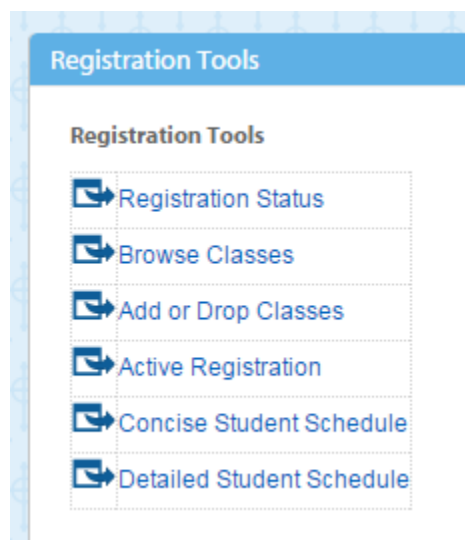
Once the student has completed this requirement, it is incumbent upon him/her to receive a sign-off from the faculty member offering the qualifying course. If the qualifying course has been

taken at an institution other than USD, the student is responsible for ensuring the grade and credit for that course is transferred onto his/her USD transcript. Evidence of completion of the work satisfying the international requirement must be provided or your degree will not be issued.

## Course Evaluation Instructions

### How do I access the course evaluation form?

1. After your instructor has requested that you complete the course evaluation, log into your MySanDiego Account.
2. Click on the **My Academics** Tab.
3. Access the On-line Course Evaluation through the **Active Registration** link. To get to this link, complete the following step:
  - a. Click on **Active Registration** in **Registration Tools** on the **My Academics Tab**
  - b. You will see a “Course Evaluation” link next to each course that needs an evaluation.
4. Even after submitting the evaluation, the link will still show until the page is refreshed. **Please note: Before you have refreshed the page you can change your evaluation by clicking on the link again. However, once you have refreshed the page you will not be able to edit the evaluation.**



### Why can't I see the evaluation link?

One of two reasons:

1. The on-line course evaluation form is only available 14 days prior to the end of the course and 35 days after the end of the course.
2. You can only enter one evaluation per course. If you already submitted the evaluation, you cannot go back and make changes.

## Tips for Working in Teams

(Please also refer to the Applied Projects Student Guidebook which can be found on our website:

[https://www.sandiego.edu/soles/documents/AppliedProjectsManual\\_3.8.13.pdf](https://www.sandiego.edu/soles/documents/AppliedProjectsManual_3.8.13.pdf))

1. Get hopes and expectations clear—what is the purpose of the project? What do you want to learn? How much time will you commit to work? How do you want to work—e-mail, face to face? How many meetings will you need to complete the work?
2. Get personal styles on the table. Are you a process or content person? Do you prefer working mornings, evenings or weekends? What time constraints are you balancing?
3. Do some teambuilding—what led you here, to school, to this project? What do you like about this team? What are personal strengths and foibles? What are the team's strengths?
4. Set ground rules: time, meetings, communication, decision-making, feedback rules, accountability, leadership
5. Make some decisions about the project: how much exploration and discovery time, how much research, general theme, changes in direction—based on what? Detailed outline and assignments, writing style, reference method and citations, bibliography, timeline, make a plan
6. Evaluation—final review, editing, feedback, outcomes—how will you know it when you see it?
7. Be clear about content and process. Check in—put conflict on the table. What is the team's conflict resolution strategy?
8. Use tools you have learned about—leadership styles, collaboration, organizing, inquiry, conflict resolution, decision-making, learning styles

Most of your leadership work will be in teams, so use these projects as real opportunities to practice what you are learning as well as what you brought to the program.

## Portfolio Guidelines

### OVERVIEW:

As you prepare your portfolio, consider that the portfolio requirement has a three-fold purpose:

- To exhibit mastery of the practice of leading and managing nonprofit organizations demonstrated by a select number of projects completed during the course of your studies
- To demonstrate the evolution of your thinking on leadership from the inception of your enrollment in this program to present time
- To assemble a professional portfolio of work to enhance your credentials.

Your portfolio will be read and evaluated by a faculty member in the Nonprofit Program and one external reviewer.

### FORMAT:

1. The portfolio will be submitted in two formats: electronically and in hard copy
2. Use a three-ring binder with labeled tabs or other similar mechanism for organizing your work.
3. Begin with a table of contents.
4. Use APA format.

### PORTFOLIO SECTIONS

#### I. **Resume:** 1-2 pages

There are several standard formats; refer to books in the library or bookstore. Consider ways of reporting your accomplishments that distinguish you from other candidates. The Office of Career Services offers samples on their website and in their office located in Hughes 110. Career counselors are happy to meet with you to offer feedback and assistance in building your “next stage” professional resume.

#### II. **Personal Essay on Leadership:** approximately 12 pages double-spaced

Write a well-organized, easy-to-comprehend personal essay on your evolving views of leading a nonprofit organization. Your essay should include:

- A description of how you thought about leadership in general and leadership in the nonprofit sector, in particular, prior to entering the program
- A description of how your thinking about leading nonprofit organizations changed as a result of participating in the program
- A discussion of at least three formal theories or models you encountered in the program that have influenced your thinking about leadership

- A discussion of how theories and/or models have influenced your practice and/or your analysis of practice-related issues

The topics listed above should not necessarily be discussed in isolation or in the order in which they are presented above. Rather aim to write an essay that seamlessly integrates your personal experiences and your personal theories-in-use with some of the more formal theoretical work you encountered in the program. Your goal should be to use both personal experience in the nonprofit sector and some of the academic knowledge you encountered during the program to provide insight about the general topic of leadership in the nonprofit sector. You should draw upon what you have learned about leadership in any of your courses as draw on theories and models (e.g., you could write about leadership through the lens of community organizing or leading nonprofit boards).

**Please be sure to not only reference the leadership theories to which you refer but also explain the terminology you use.** For example, if you use the phrase “on the balcony” or speak of “an adaptive challenge” write a sentence or two in your own words that defines it for the reader; if you are referring to “Consensus Organizing” or “Generative Governance” define what it means, etc.

Be sure to appropriately cite the authors whose work you discuss. Use the APA style manual to format your paper. **Please be sure your document is free of typos and grammatical errors.**

### III. Multi-Cultural/International Experience Essay

Each student who submits a portfolio must write a 4-5 page essay that addresses the following:

- In your introduction, describe your international experience as it relates to the objectives of a specific international course or project. Briefly describe the course or project and restate the course objectives for the benefit of the reader.
- Describe how your international experience relates to academic theories and models learned in the program.
- Describe why you chose this particular project or course to fulfill the international requirement. How did the readings related to this course, project or other courses impact your views of leadership and management? How did your experience change your perspective on leadership? How might this experience influence your leadership practice in the future?

### IV. Applied Projects Chart

Begin this section by including a chart listing all of the projects you undertook as part of the degree. The chart should contain: generic project type (e.g., governance project); your project name (e.g., Personnel Policy Manual for XYZ organization); course name/number and the term during which this project was completed (e.g. fall 12). The purpose of this list is to demonstrate that no more than one-half of your projects have

been done on behalf of a single nonprofit organization.

## V. **Applied Projects**

You will submit **three** (3) projects to illustrate your work. Minimally two different nonprofit organizations should be represented as “client” organizations.

### **Each project should have 4 components:**

#### 1. Course application essay:

This 4-5-page essay should revisit the experience you had creating this final product and, as such, be a **true reflection that retrospectively examines the product development process**. You may use your original application essay as a starting point for this composition. This essay should describe the leadership dimensions of the process, the theories/models you drew upon from this course (and others, if you wish) and speak to theories, models and insights you have come to recognize in hindsight. **Please be sure to write a sentence or two that define each of those theories/models for the benefit of the reader.**

Please consider how you may have addressed or solved a problem creatively through this process and product. You may wish to touch upon the organizational dynamics between your team and within your client organization and whether those impeded or contributed to the effectiveness of the work. Please tell the reader about which portion of the product you were specifically involved in creating. Finally, if appropriate, please explain why and how the product you submitted for the portfolio is different from the product you submitted either to the client or as a final class project.

- #### 2. A one-page executive summary of the project or a one to two-page consulting memo to the client. **This should be your own individual writing and not part of group work.** The memo should include:
- a. The name of the client and project
  - b. The name of your consulting team members
  - c. An overview of the project including the purpose, methods employed and the timeframe during which the project was completed
  - d. A description of the product created and/or key results
  - e. Recommendations to the client
- #### 3. A list of the reference materials you used to help create the document/project (for example, the names of organizations from whom you borrowed similar documents, class materials you referenced, books and periodicals), should be included as an appendix to the project.

4. A document from the client organization stating whether the product is being used or will be used by the organization, and commenting on the relative merits of the product (e.g., “we find it to be a significant improvement, improvement, or slight improvement” over the previous or non-existent product). If more than one product is created for a client, you may present one letter containing comments on each of the products. If the document was not used by the client, please explain why it was not and the implications for future practice (you may do this as part of the reflection narrative or following the client letter).

Please note: **If the faculty member noted areas for improvement, you should make those improvements/corrections to the document prior to submitting it in your portfolio.**

## HELPFUL HINTS AND GUIDELINES

- **You must be enrolled in an academic course while preparing your portfolio.**
- Please take some time to **review the portfolio evaluation rubrics** that are contained on the website ([https://www.sandiego.edu/soles/gateways/current-students/handbooks-forms-policies/#dls\\_nonprofit](https://www.sandiego.edu/soles/gateways/current-students/handbooks-forms-policies/#dls_nonprofit)). Use those rubrics to guide the development of your portfolio.
- Prepare **TWO** copies of your final version of the portfolio – one hard copy and the other electronic. The hard copy will be submitted to the program office in room 261 (if you wish, it will be returned to you once it has been reviewed).
- **Be certain that the portfolio does not include any typos, grammatical errors, sentences or paragraphs that lack clarity, or incomplete or inaccurate citations. The portfolio will be returned to you and not forwarded to other readers for assessment if your work does not meet the minimum standards.**
- The portfolio requirement is in lieu of a comprehensive examination or a thesis. Therefore, your writing and organization must represent high quality graduate work.
- You are advised to have an outside person read and carefully proofread your work.
- If you are uncertain about whether your portfolio meets the aforementioned requirements, please review it informally with your advisor prior to submitting it for final approval.

## (Optional) Nonprofit Leadership Alliance (NLA) Certification

### About the Nonprofit Leadership Alliance

The **Nonprofit Leadership Alliance** promotes the national alliance of colleges, universities and nonprofits. Their mission is to educate, prepare and certify professionals to strengthen and lead nonprofit organizations. Nonprofit Leadership Alliance has created an alliance with over 20 nonprofit organizations – and offers preferential hiring to people certified by Nonprofit Leadership Alliance. It is a great resume builder!

For more information about the Nonprofit Leadership Alliance, please visit:

<http://www.nonprofitleadershipalliance.org/>

### Certification Requirements:

Certification is open to all current students and alumni of the graduate program. Students wishing to be NLA certified must complete the following:

- LEAD 5–1 - Capstone course on Nonprofit Management
- Demonstration of the achievement of the competencies. The competencies are outlined as you create your “new student” profile.
- At least 300 hours of work in a nonprofit (this can be actual work experience in a nonprofit *or* volunteer work)
- Attendance at the Nonprofit Leadership Alliance Management Institute or an equivalent professional development meeting (i.e. Association for Fundraising Professionals (AFP) national meetings, American Marketing Association (AMA) Cause Marketing Conference, etc.)
- Submission of your portfolio’s Leadership Essay

\*The first step of NLA membership is to create your student profile. Please visit the Nonprofit Leadership Alliance website: <http://www.nonprofitleadershipalliance.org/> and then click on “Get Certified” and then create a new profile as a “student”.

Please note: Certification is a step-by-step process, for most students, but not all, certification will be granted upon completion of your graduate studies. A certification fee of \$100 will be assessed for each Alliance student at an affiliated campus, payable when the CNP online profile is submitted for campus review.

For more information on becoming NLA certified, please contact Jennifer Yebba, [jyebba@sandiego.edu](mailto:jyebba@sandiego.edu)



## Important SOLES Contact Information

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