



COURSE SCHEDULE

Day One | Thursday May 30, 2019

8:30 – 9:00am – Registration and Breakfast

Sala and Loggia

9:00 – 9:20am – Welcome and Orientation

Warren Auditorium

- **Laura Deitrick, PhD**, Associate Director, The Nonprofit Institute, University of San Diego

9:20 – 10:20am – Plenary Session: The Role of Inclusive Economic Growth and Leadership

Warren Auditorium

- **Christina Bibler**, Director, Economic Development, City of San Diego
- **Jonathon Glus**, Director, Commission of Arts and Culture, City of San Diego

10:30 am – 12:00pm – Elective Courses

- Partnering with the City: Overview of Funding Opportunities – *Room 102*
- Strategic Volunteer Engagement – *Room 133*
- The (B)ART of Nonprofit Leadership – *Room 131*
- Financial Basics 102: Maximizing Reserves at Any Size – *Room 135*
- Dissecting a Successful Grant Proposal – *Room 127*

12:00 – 12:45 pm – Lunch

West Terrace

12:45 – 3:45pm – Core Courses (Choose One)

- o Measuring Success – *Room 127*
- o Integrating Program Design and Budget – *Room 102 (Executive Classroom)*
- o Nonprofit Legal Compliance – *Room 145*

12:45 – 2:10pm – Elective Courses

- Effective Board Governance – *Room 131*
- Financial Basics 101 – *Room 135*
- Leading Across Cultures: Integrating Cultural Competency and Sensitivity – *Room 133*

2:20 – 3:45pm – Elective Courses

- Building Community Partnerships with Consensus Organizing – *Room 133*
- Storytelling Strategies – *Room 135*
- O Strategy, Strategy, Wherefore Art Thou Strategy? – *Room 131*

3:45 – 5:00pm – Networking Opportunity

West Terrace

Day Two | Friday May 31, 2019

8:30 – 9:00am – Registration and Breakfast

Sala and Loggia

9:00 – 9:20am – Welcome and Orientation

Warren Auditorium

- **Lyn Corbett**, Director of Governance and Community Programs, The Nonprofit Institute, University of San Diego

9:30 – 12:30pm – Core Courses (Choose One)

- o Measuring Success – *Room 127*
- o Integrating Program Design and Budget – *Room 102 (Executive Classroom)*
- o Nonprofit Legal Compliance – *Room 145*

9:30 – 10:50am – Elective Courses

- Partnering with the City: Overview of Funding Opportunities – *Room 133*
- The (B)ART of Nonprofit Leadership – *Room 135*
- Effective Board Governance – *Room 131*

11:00am – 12:30pm – Elective Courses

- An Introduction to Social Enterprise: Opportunities for Nonprofit Leaders to Develop New, Sustainable Revenue Streams – *Room 131*
- Strategic Volunteer Engagement – *Room 133*
- Financial Basics 101 – *Room 135*

12:30 – 1:15pm – Lunch

West Terrace

1:15 – 2:15pm – Connecting the Dots: Successful CDBG Stories

Warren Auditorium

2:15 – 5:00pm – Core Courses (Choose One)

- o Measuring Success – *Room 211*
- o Integrating Program Design and Budget – *Room 102 (Executive Classroom)*
- o Nonprofit Legal Compliance – *Room 145*

2:15 – 3:35 pm – Elective Courses

- An Introduction to Social Enterprise: Opportunities for Nonprofit Leaders to Develop New, Sustainable Revenue Streams – *Room 131*
- Financial Basics 102: Maximizing Reserves at Any Size – *Room 135*
- Leading Across Cultures: Integrating Cultural Competency and Sensitivity – *Room 133*

3:45 – 5:00pm – Elective Courses

- Storytelling Strategies – *Room 131*
- Strategic Volunteer Engagement – *Room 135*
- O Strategy, Strategy, Wherefore Art Thou Strategy? – *Room 133*

CORE COURSE DESCRIPTIONS

Integrating Program Design and Budget

12:45 – 3:45 pm (Day One), 9:30 am – 12:30 pm and 2:15 – 5:00 pm (Day Two)

Bob Beatty, Principal Consultant, Beatty & Company and **Val Nash**, Owner, Nash & Associates

Did you know that one of the main reasons funding applications are unsuccessful is problems with the budget and fiscal section? This session will walk participants through the process of developing a budget that supports the needs of their program and aligns with best practices and funder requirements. Challenges relating to congruence between outputs (activities and services) and expenses (personnel and non-personnel cost) will be explored. Participants will practice developing budget narratives. The fiscal requirements section of RFQ's will be demystified.

Measuring Success

12:45 – 3:45 pm (Day One), 9:30 am – 12:30 pm and 2:15 – 5:00 pm (Day Two)

Laura Deitrick, PhD, Associate Director, The Nonprofit Institute, University of San Diego

Increasingly, nonprofits are being called upon by their stakeholders to provide “proof” that their programs are successful. While most nonprofit leaders agree that collecting data and measuring success is important, the ability to document tangible outcomes remains elusive for many organizations. Building on an established program planning framework, participants will learn how to: (1) identify measurable outcomes; (2) draft detailed goals and objectives linked to specific program outcomes; (3) locate the tools needed to measure

Nonprofit Legal Compliance

12:45 – 3:45 pm (Day One), 9:30 am – 12:30 pm and 2:15 – 5:00 pm (Day Two)

Mary Tovella Dowling, Partner, For Purpose Law Group and **May Harris**, Founder & Managing Attorney, For Purpose Law Group

We will go over the annual compliance requirements for nonprofit organizations including IRS, Franchise Tax Board, and Attorney General Filings. The workshop is intended to provide guidance to help nonprofit leaders ensure proper maintenance of tax-exempt status by providing an overview on how to reduce overall legal risks and liabilities commonly faced by nonprofit organizations. This workshop also discussed employment issues surrounding staff, volunteers and independent contractors, the necessity of internal policies and insurance coverage, common provisions that should be included in every contract, as well as licensing and permitting requirements.

ELECTIVE COURSE DESCRIPTIONS

Day One Only

Building Community Partnerships with Consensus Organizing (DAY ONE ONLY)

2:20 – 3:45 pm

Jennifer Cosio, Executive Director, Consensus Organizing Center

Jessica Robinson, Lead Trainer, Consensus Organizing Center

This session will cover the background of the Consensus Organizing model and the how community partnerships are established and maintained through social capital and mutual self-interest. The session will be conducted by Executive Director of the Consensus Organizing Center, Jennifer Cosio, and Lead Trainer, Dr. Jessica Robinson.

Dissecting a Successful Grant Proposal (DAY ONE ONLY)

10:30 am – 12:00 pm

Val Nash, Owner, Nash & Associates

One of the reasons organizations don't apply for some funding opportunities, or they apply and are not successful is that they have not fully understood or complied with the request for proposal (RFP). The goal of this workshop is to build participant ability to understand and analyze RFPs, and how to use the RFP as a tool to help develop a competitive proposal.

Learning objectives, by the end of this session participants will

1. Be able to list the items that can typically be found in an RFP.
2. Know how to review an RFP for information and opportunities

Day Two Only

Connecting the Dots: Successful Community Development Block Grant (CDBG) Stories (DAY TWO ONLY)

1:15 – 2:15 pm

Moderator: Mike Nguyen, Community Development Project Manager, City of San Diego Economic Development Department

Panelists: Jennifer Gilmore, CEO, Kitchens for Good; **Elizabeth Schott**, CEO, Accion San Diego; **Nao Kabashima**, Executive Director, Karen Organization of San Diego; and **Elizabeth Berg**, Executive Director, Wave Academy

One of the best ways to learn about the Community Development Block Grant Program is to hear directly from the organizations who have been funded over the years. Learn from high performing CDBG-funded organizations about their experience with the CDBG grant application process and how they successfully utilized CDBG funding for their projects.

An Introduction to Social Enterprise: Opportunities for Nonprofit Leaders to Develop New, Sustainable Revenue Streams
(DAY TWO ONLY)

11:00 am – 12:00 pm and 2:15 – 3:35 pm

Karen Henken, Professor of Practice, Social Innovation and Entrepreneurship, Kroc School, University of San Diego

Social enterprise represents powerful new opportunities for diversified funding sources, scalability and increased social impact in the nonprofit sector. By creating sustainable revenue streams, hybrid social enterprises are changing their reliance on donations and grants for growth. In today's workshop, we will explore different models of social enterprise and evaluate both best practices and challenges with respect to their impact on nonprofit management, growth and opportunities. We will look at several case studies to understand how social, financial and management objectives need to align for social enterprise success. Participants will leave with new insights about the opportunities and challenges of this emerging nonprofit model.

Day One & Two

Strategic Volunteer Engagement

10:30 am – 12:00 pm (Day One), 11:00am – 12:30pm and 3:45 – 5:00 pm (Day Two)

Sue Carter Kahl, President, Sue Carter Kahl Consulting

Most nonprofit organizations engage volunteers in a variety of program and operational capacities to support their missions. However, the volunteer function can be easy to overlook with so many competing priorities. Learn how investing in your volunteer efforts can translate into greater organizational capacity. This session will share strategies, tools, and resources for helping you develop a volunteer-friendly culture where paid staff and volunteers work in partnership to advance the mission.

Leadership Across Cultures: Integrating Cultural Competency and Sensitivity

12:45 – 2:10 pm (Day One) and 2:15 – 3:35 pm (Day Two)

Antonio Jimenez-Luque, PhD, Professor of Practice, Department of Leadership, University of San Diego

This session examines issues concerned with learning about and learning from the cultural, ethnic, and racial diversity we found in contemporary American society and in the world, and how it relates to organizational leadership issues. Racism and other social justice issues have a history, causation, a social structure, and a complex web of consequences. On the other hand, a study of the history, causes, structure, and consequences offers some hope that effective interventions may be developed to reverse the course of racism, exclusion or oppression. Moreover, we will apply our session issues toward addressing the development of global and intercultural citizenship that exercises leadership in the building of community justice and promoting inclusive organizational systems.

Partnering with the City: Overview of Funding Opportunities
10:30 am – 12:00 pm (Day One) and 9:30 – 10:50 am (Day Two)

Atilano Moran, Community Development Project Manager, City of San Diego Economic Development

Elizabeth Studebaker, Neighborhood Investment Manager, City of San Diego Economic Development

LaTisha Thomas, Community Development Specialist, City of San Diego Economic Development Department

Courtney Thomson, Council Grants Coordinator, City of San Diego Council Administration

Gail Wingfield, Senior Arts and Culture Funding Manager, City of San Diego Commission for Arts and Culture

The City of San Diego provides a variety of funding opportunities for nonprofit organizations providing programs and services in the City of San Diego. Millions of dollars are awarded to nonprofit organizations on an annual basis using competitive processes. This session will provide attendees with an overview of opportunities available to nonprofits and how to apply for these opportunities.

Financial Basics 102: Maximizing Reserves at Any Size
10:30 am – 12:00 pm (Day One) and 2:15 – 3:35 pm (Day Two)

Rick Dahlseid, Nonprofit Division Lead, Pro Back Office, LLC

Financial statements are a primary way to communicate confidence, accountability, sustainability and stewardship of a nonprofit. Many stakeholders depend on trustworthy financial information to make informed economic decisions. This session will cover more advanced areas such as:

- Reserves-How much is enough?
- Best practices for budgeting and forecasting
- Key Performance Indicators and communicating metrics
- Specifics about your financial statements and the IRS Form 990.

You will want to bring a copy of your nonprofit's latest financial statement and IRS Form 990 to learn what you need to know in your role.

Effective Board Governance
12:45 – 2:10 pm (Day One) and 9:30 am – 10:50 am (Day Two)

Pat Libby, CEO and Consultant, Pat Libby Consulting

When nonprofit boards are at their best, they provide strategic and operational support that is invaluable to an organization's success. When they aren't well functioning, they can sap the energy of even the most committed staff and volunteers.

This interactive workshop will explain and guide participants through an understanding of:

- The core legal responsibilities of nonprofit boards
- Recruitment and retention basics
- Strategies for designing an effective governance structure
- Essential governance documents

You'll leave the session feeling informed and energized about how to create an effective nonprofit board.

Financial Basics 101

12:45 – 2:10 pm (Day One) and 11:00 am – 12:30 pm (Day Two)

Rick Dahlseid, Nonprofit Division Lead, Pro Back Office, LLC

Financial statements are a crucial indicator of past performance and future progress. They are necessary to provide many different parties with economic information to help inform prudent decisions. Donors, sponsors, banks, the community, the government, boards, volunteers, and employees are some of the major categories of stakeholders interested in a nonprofit's financial performance. This class will begin at the basic level and go through the Who, What, Where, Why, and How to use financial statements for their intended purpose, as well as other valuable uses of financial information. With a complete understanding of an agency's financial health, an organization can demonstrate stewardship to its stakeholders in a way that accurately and honestly tells their story.

The (B)ART of Nonprofit Leadership

10:30am – 12:00 pm (Day One) and 9:30 am – 10:50 am (Day Two)

Zachary Green, PhD, Professor of Practice, Department of Leadership Studies, University of San Diego

The effectiveness of nonprofit leadership can often be traced to how key organizational processes are understood and employed. This interactive workshop invites participants to explore and begin to apply the art of four fundamental processes: boundary (B), authority (A), role (R), and task (T) can enhance organizations. Participants will discover ways BART can be used to conduct a quick analysis of what may be at issue in their nonprofit. Focus will be especially given to how to apply BART as a tool to address and potentially improve organizational effectiveness.

Storytelling Strategies

2:20 – 3:45 pm (Day One) and 3:45 – 5:10 pm (Day Two)

Colton C. Strawser, MS, CFRE, Doctoral Researcher, The Nonprofit Institute, University of San Diego

Nonprofits large and small are tasked with sharing the stories of impact of an organization, but sometimes this work is easier said than done. In the hectic day of the nonprofit, sometimes managers spend their time communicating more internally than they do externally. This workshop is designed to help nonprofits gain an understanding of marketing fundamentals, while also discovering how to use stories to generate both clients and donors. Participants will learn how to: (1) Utilize low-cost marketing methods that have high returns; (2) How to utilize storytelling formulas to create calls to action; and (3) How to create a brand and marketing strategy that shares the important work of an organization's programs and services.

O Strategy, Strategy, Where Art Thou Strategy?

2:20 – 3:45 pm (Day One) and 3:45 – 5:10 pm (Day Two)

Lyn Corbett, Director of Governance and Community Programs, The Nonprofit Institute, University of San Diego.

In a constantly changing environment, nonprofits seek new strategies to develop traction in their organizations and communities. This session introduces the concept and practice of being strategic versus reactionary in nonprofit organizations. The emphasis is on the benefits of thinking strategically, the practices for developing and advancing strategy, and the keys to effective strategic planning.

INSTRUCTORS AND PRESENTERS

Bob Beatty, Principal Consultant, Beatty & Company

“The best way to predict the future is to create it.” - Peter F. Drucker

For over fifteen years, Beatty & Company has been providing financial consulting services exclusively to nonprofits in Southern California. As its principal consultant, Bob brings a perspective that includes fundraising, health & human services, grant making, and government programs. Projects have included cash flow restructuring & turnaround, staff reorganization, and back office consolidation. Since 2001, Bob has served as chief financial officer (full-time, part-time, interim, and advisory) and provided other services for a variety of nonprofits including:

Alliance Healthcare Foundation	Father Joe’s Villages/ St Vincent DePaul
MAAC Project	United Way of Los Angeles
Casa De Amparo	Home Start, Inc.
Make-A-Wish San Diego	United Way of Orange County
Chicano Federation	Jacobs Center for Nonprofit Innovation
Planned Parenthood San Diego	United Way of San Diego County
Episcopal Community Services San Diego	Jewish Federation of San Diego County
San Diego Center for Children	Volunteers of America Southwest

He also serves as adjunct faculty at USD’s Nonprofit Leadership and Management master’s program, teaching nonprofit finance. Bob’s MBA is from Claremont Graduate School (The Drucker School), and his BSc Economics is from Arizona State University.

Elizabeth Berg, Executive Director, Wave Academy

Elizabeth Berg has 20 years of experience in nonprofit leadership roles in development, communications, strategic planning and partnership building. She joined Wave Academy in Jan. 2017 as Executive Director. In her tenure, she has added \$60,000 in fundraising revenues and started a new community-wide event, Waves for the Brave 5K. Elizabeth earned her certificate as a Certified Fund Raising Executive (CFRE) and has a master’s in journalism. She is a San Diego native who loves to promote philanthropy in her community.

Christina Bibler, Director, City of San Diego Economic Development Department

Christina Bibler is an award-winning economic development professional who has led initiatives supporting economic prosperity for local government and business districts for nearly two decades. She joined the City of San Diego almost three years ago and was recently appointed the Director of Economic Development. Previously, Christina served as Economic Development Manager for the City of Carlsbad, leading its initiatives that brought forth a workforce training institute, significant business expansions, and a talent attraction campaign. Beyond California’s borders Christina spent six years in Colorado as the Redevelopment Program Manager and Economic Development Administrator for the City of Fort Collins and City of Thornton, respectively. Notable recognitions include nomination as one of California Women’s Leadership Association’s 2016 Women to Watch; an award as one of the Top 25 Most Influential Young

Professionals by ColoradoBiz Magazine; and, as a graduate of the LEAD San Diego Impact class of 2015, receipt of the Herbert G. Klein Memorial Leadership Award. Christina was recognized for completing the California Issues and Trends Program of Leadership through Leadership California in 2017. A San Diego native, Christina earned her Master's Degree in City Planning, certificate in Community and Economic Development, and Bachelor's Degree in Applied Arts and Sciences from San Diego State University. She is passionate about giving back and serves as a philanthropic member of the San Diego Women's Foundation. She resides in north San Diego county with her husband, Chad, a U.S. Navy Commander; and their children, Jonah, 11; Lincoln, 7; and Everett, 11 months.

Sue Carter Kahl, President, Sue Carter Kahl

Sue is the President of Sue Carter Kahl Consulting and has 25 years of experience in the nonprofit and philanthropic sectors. Her facilitation, writing, and research are infused with lessons learned as a nonprofit executive, board member, staff member, volunteer, consultant, and researcher. Sue is passionate about and has significant expertise in the volunteer field. She teaches nationally and locally about volunteer engagement and has led a volunteer center, served as a state commissioner with California Volunteers, and co-authored a chapter in *Volunteer Engagement 2.0*. She recently earned her doctorate in Leadership Studies at USD.

Lyn Corbett, Director of Governance and Community Programs, The Nonprofit Institute, University of San Diego

Lyn Corbett is the President of The Pivotal Group Consultants Inc., a California-based consulting firm providing organizational development and executive coaching services to nonprofit organizations across the country. Professor Corbett has dedicated his career to strengthening organizations to help build and sustain healthy communities. His professional interests have consistently focused on addressing health disparities and helping corporations, foundations, and non-profit organizations allocate resources to target the needs of underrepresented groups. Professor Corbett is an Adjunct Professor at the University of San Diego, School of Leadership and Education Sciences, where he teaches graduate level courses on governance, leadership, and strategy. Lyn holds a Masters of Arts degree in Public Administration with an emphasis in Non-Profit Management from New York University and is pursuing a Doctoral Degree in Leadership Studies at the University of San Diego. He is a Certified Governance Trainer with BoardSource, a Leadership Challenge Certified Facilitator, an Everything DiSC Workplace Certified Facilitator and a member of the International Coaching Federation.

Jennifer Cosio, Executive Director, Consensus Organizing Center

Ms. Jennifer Cosio holds a Bachelor's of Arts degree in Social, and a Master of Social Work with a Pupil Personnel Services Credential. Ms. Cosio has been working at the Consensus Organizing Center since 2008 and became the Executive Director in 2015. She has over a decade of grant writing, community organizing, and program development experience. Ms. Cosio is also a lecturer and Undergraduate Advisor in the School of Social Work at SDSU. Finally, Ms. Cosio is a SDSU Faculty-In-Residence where she lives on campus with her family, and utilizes her social

work and community organizing skills to develop and implement programming for students in the residential community to create a sense of belonging and connectedness to the university.

Rick Dahlseid, Nonprofit Division Lead, Pro Back Office, LLC

A Certified Public Accountant with a Master's Degree in Taxation, Rick is a financial expert by trade. His lead-servant perspective and warm personality give him an advantage in perfecting corporate vision and financial operations in order to ensure operational efficiencies. Rick enjoys sharing his ideation strength to plan and introduce enhanced operational and cost control initiatives to drive greater social awareness and mission impact. Rick has served as a leader, mentor, trusted advisor, and proponent of positive, productive organizational change to many types and sizes of organizations. Rick has unique expertise in the nonprofit area and has served in the Chief Financial Officer position for the past 15 years in the areas of healthcare, human services, environmental, children's initiatives, and affordable housing. Rick is also an instructor with the University of San Diego and the Nonprofit Academy, an award-winning partnership between the City of San Diego and The Nonprofit Institute at the University of San Diego. Rick is a member of Financial Executives International, Financial Executive Networking Group, and the CFO Roundtable. He is active in his church and enjoys exploring San Diego along with his wife Denise, of 38 years. They also enjoy spending time with their 4 adult children and 3 grandchildren.

Laura Deitrick, PhD, Associate Director, The Nonprofit Institute, University of San Diego

Dr. Laura Deitrick serves as the Associate Director of The Nonprofit Institute at the University of San Diego. She has been a nonprofit executive director, board member, management consultant, and researcher on major nonprofit trends. Her research has led to important reports on nonprofit ethics, nonprofits and public education, nonprofit human resource practices, executive transition, the economics of San Diego's nonprofit sector, nonprofit public confidence, and regional grant making. In her role, Dr. Deitrick oversees graduate programs, leadership development initiatives, and the work of the Caster Family Center for Nonprofit and Philanthropic Research. Under her direction, the Caster Center's work is focused on research, evaluation, and understanding the economic landscape of the nonprofit and philanthropic sector in relationship to the broader economy. Dr. Deitrick is the director of USD's Nonprofit Leadership and Management master's program where she teaches nonprofit research methods, program design, and evaluation. She also serves as an adjunct faculty member at the University of California San Diego. She is the co-author of *Cases in Nonprofit Management: A Hands-On Approach to Problem Solving*, recently released by Sage publications.

May L. Harris, Founder & Managing Attorney, For Purpose Law Group

Ms. Harris graduated from the University Of San Diego School Of Law in 2000, and began her legal career at a large biotech company before transitioning to serving as the Executive Director of a nonprofit organization that raised funds for socio-economically disadvantaged charter schools. In that role, Ms. Harris raised more than \$2.5 million in funding for the services the nonprofit provided. Ms. Harris returned to the University of San Diego and earned.

Karen Henken, Professor of Practice, Social Innovation and Entrepreneurship, Kroc School, University of San Diego

Ms. Henken's work focuses on fostering social impact and system change through social innovation and entrepreneurship. She teaches core courses in the Master of Arts in Social Innovation. She works with regional and global social enterprises to help them advance their success through sustainable business models and serves on several boards. Ms. Henken served as the founder and principal of Henken & Associates, helping businesses and nonprofits develop market opportunities, partnerships, growth strategies and sustainable revenue models to expand their impact. She spent 20 years in Silicon Valley as an executive in high technology management. She holds an MBA from Stanford Graduate School of Business.

Jennifer Gilmore, CEO, Kitchens for Good

As Kitchens for Good's CEO, Jennifer Gilmore brings her knowledge and experience establishing start-up nonprofits to the organization. Under her leadership, Kitchen for Good has been recognized as an award-winning social enterprise, an innovative solution to hunger and poverty, and has successfully expanded into three kitchens.

Before joining Kitchens for Good, Jennifer spent more than two decades in food banking. In 2007, she was recruited to oversee the establishment and strategic growth of Feeding San Diego. During her tenure there as Executive Director, the organization moved from a parking lot into its current distribution center, was recognized as a fresh solution to hunger, and increased food distribution and philanthropic income more than 600%.

Jennifer has been the recipient of several awards including the Tribute to Women in Industry Visionary Award for her contribution to hunger relief in San Diego County. She holds an MPA from the Eller School of Business at the University of Arizona.

Zachary Green, PhD, Professor of Practice, Department of Leadership Studies, University of San Diego

Zachary Gabriel Green is a Professor of Practice in the Department of Leadership Studies at the University of San Diego. Dr. Green is trained as a clinical psychologist and specializes in systems analysis and strategy, organizational transformation, negotiations of identity based-conflicts, leadership development, and crisis intervention. He coaches, consults, and conducts workshops and training sessions for numerous organizations, educational institutions, public advocacy groups, and government agencies, including The World Bank, Brookings Institution, Microsoft, the National Children's Medical Center, and the National Laboratories at Los Alamos (NM).

Antonio Jimenez-Luque, PhD, Professor of Practice, Department of Leadership Studies, University of San Diego

Dr. Antonio Jimenez-Luque's work explores how cultural, social, and historical perspectives influence conceptualizations and practice of leadership understood as a relational process of mobilization, emancipation, and social change. At the intersection of critical theory and intercultural studies, his research topics are (1) organizational culture and change; (2) leadership

and framing for sense/meaning-making; and (3) critical interculturality and global social justice. From 2004-2013, Dr. Jimenez-Luque was the Coordinator for the International Cooperation for Development at the University of Barcelona Solidarity Foundation. He designed and implemented projects on topics related with human development, peace-building, human rights, and critical interculturality with local governments, universities, grassroots organizations, and social movements in Algeria, DR Congo, Vietnam, Colombia, and Bolivia, among other countries. In 2014, Dr. Jimenez-Luque moved to United States where he worked at Gonzaga University for the Associate Vice-President for Equity, Diversity, and Inclusion as Intercultural Research Associate, and taught a variety of classes including Leading Across Cultures, Democracy and Human Rights, and Latin American Politics.

Nao Kabashima, Executive Director, Karen Organization of San Diego

Nao Kabashima is the co-founder and Executive Director of Karen Organization of San Diego (KOSD), a community based organization serving refugees from Burma resettled in San Diego. She is originally from Fukuoka, Japan and first came to the U.S. as a graduate student. After she earned her Master's degree in Political Science from California State University, Chico, she moved to San Diego in 2008 and began volunteering for the Refugee Resettlement Program at Jewish Family Service. In August 2009, she co-founded KOSD with Karen community leaders to meet the urgent needs of refugees from Burma. She also served as Secretary and Chair of the San Diego Refugee Forum in 2012-2013.

Pat Libby, CEO and Consultant, Pat Libby Consulting

Pat Libby is a popular speaker, writer, and change management consultant working exclusively with nonprofits and philanthropies. Her firm transforms organizations by re-engineering governance and operating structures; transitioning and recruiting executives; and by facilitating data-driven strategic thinking and planning. Pat's vision and work emanates from the kaleidoscope of her experiences as a long-time nonprofit CEO, academic, board member, and consultant to innumerable organizations. Pat founded and led USD's Nonprofit Institute from 2001 until 2015. She is author of *The Lobbying Strategy Handbook*, (Sage 2012) and, with Laura Deitrick, *Cases in Nonprofit Management* (Sage 2017). You can connect with Pat on twitter @PJLibby, or read her blog at patlibby.com.

Atilano Moran, Community Development Project Manager, City of San Diego Economic Development

A native San Diegan, Atilano joined the City of San Diego in October 2016. He is currently a Community Development Project Manager for the Economic Development Department, primarily responsible for managing multiple Community Development Block Grant (CDBG) nonprofit projects and ensuring compliance with budget and reporting requirements by providing technical assistance from implementation through closeout. Prior to joining the Economic Development Department, Atilano worked as an Associate Management Analyst with the Purchasing & Contracting Department in its Equal Opportunity Contracting Program. His focus was attending preconstruction meetings to advise contractors and staff of applicable prevailing

wage and equal opportunity contracting provisions and reviewing monthly employment and invoice reports. Before his time with the City, Atilano worked for the County of Riverside Department of Public Social Services doing community outreach for various assistance programs related to employment, food and nutrition, and pediatric healthcare. In addition, his focus was developing marketing and social media campaigns and organizing events. Atilano holds a master's degree in public administration from California Baptist University and a bachelor's degree in business marketing from the University of Phoenix.

Valerie Nash, Owner, Nash & Associates

Valerie Nash has provided consulting services to San Diego non-profits, government agencies, foundations and cross sector collaborations for more than 20 years. Her mission is to support positive social change by helping her client's design, implement, and evaluate quality programs that meet identified community needs. One of Ms. Nash's core competencies is proposal writing and in the past five years alone she has secured more than \$50 million in competitive funding.

Current clients include County of San Diego Health and Human Services Agency, San Francisco Adult Probation Department, San Diego Grantmakers, San Diego Youth Services, and San Diego Unified School District. She has taught graduate and undergraduate courses in grant writing, program evaluation, and community development. She completed postgraduate studies in education at Oxford University, England and has a Master's degree in psychology from Boston College. Ms. Nash currently lives in British Columbia, Canada with her husband and two children, but comes back to San Diego as often as she can.

Mike Nguyen, Community Development Project Manager, City of San Diego Economic Development Department

Mike is a relative newcomer to working for the City of San Diego, having started in his role in June of 2017. He currently manages more than 10 Community Development Block Grant (CDBG) projects and strives to ensure that the City's nonprofit partners successfully implement their ventures by maintaining regular communication and providing technical assistance. Prior to joining the City, Mike completed internships with both the Asian Business Association of San Diego and the City of San Diego's Economic Development Department. He obtained his Bachelor's Degree in International Business from San Diego State University and is no stranger to the international stage, having studied abroad at the Chinese University of Hong Kong and is diligently working on becoming multilingual in the near future.

Jessica Robinson, Vice President, Student Services at Cuyamaca College

Dr. Jessica Robinson holds a Bachelor of Arts degree in Social Work, a Master of Social Work degree with an administration concentration, and a Doctor of Education degree in educational leadership. Dr. Robinson has an impressive 17-year history in higher education with positions held in both student and academic affairs and is known for her work with creating a highly successful college-going program for youth in foster care. Currently, Dr. Robinson serves as the Vice President of Student Services at Cuyamaca College.

Elizabeth Schott, CEO, Accion San Diego

Schott joined Accion in 2004, where she worked in operational roles for four years prior to taking the CEO role in early 2009. She is responsible for overall strategic and operational areas of the organization in Southern CA, in addition to board development, human resources, and major fundraising. She brings 20 years of project and organizational development, strategic marketing and PR experience working primarily in small business and nonprofit sectors. In recent years she has been recognized with the SBA Financial Services Champion of the Year award and as a recipient of the San Diego Metro's 40 under 40 Award, and she is a graduate of multiple leadership programs through Fieldstone. She loves to be active outdoors, volunteer and spend time with friends, her husband, 5-year old daughter and 2 year old twin boys (who keep her on her toes).

Colton C. Strawser, MS, CFRE, Doctoral Research Assistant, The Nonprofit Institute, University of San Diego

Colton C. Strawser is a Doctoral Research Assistant in The Nonprofit Institute and a doctoral student in the Ph.D. in Leadership Studies program concentrating in Nonprofit & Philanthropic Leadership. He has held various positions in the nonprofit sector including director of marketing/fundraising, director of development, and executive director. His research concentrations include foundation and nonprofit leadership, organizational capacity building, service-learning, civic engagement, youth philanthropy, and philanthropic education in both Pre-K-12 and higher education. In addition, Colton is the President of Colton Strawser Consulting, a full-service consulting firm that empowers nonprofit organizations, foundations, and other groups seeking to change the world. Colton holds a bachelor of arts in Philanthropic Studies from the Indiana University Lilly Family School of Philanthropy and master's degrees in Higher Education Administration and Nonprofit Management & Philanthropy from Bay Path University. He is both a Certified Fund Raising Executive (CFRE) and Certified Nonprofit Professional (CNP). In addition, Colton is an AFP Master Trainer and a BoardSource trained consultant.

Elizabeth Studebaker, Neighborhood Investment Manager, City of San Diego Economic Development

Elizabeth is the City of San Diego Neighborhood Investment Manager in the Economic Development Department. She serves as the primary liaison between San Diego's business improvements districts (BIDs), maintenance assessment districts (MADs), property business improvement districts (PBIDs), and small business owners to city departments responsible for land use, transportation, permitting, and public right of way. She oversees the Citywide Community Parking Districts & Parking Advisory Board, the Storefront Improvement Program, the Small Business Enhancement Program, and the Small Business Advisory Board. She also provides direction on new district formation, placemaking, mobility, and regional events. Elizabeth began working with the City of San Diego in 2013 after 8 years of experience as a BID executive director in North Park (San Diego) and Midtown (Sacramento).

LaTisha Thomas, Community Development Specialist, City of San Diego Economic Development Department

Ms. Thomas has worked with the City of San Diego for 29 years. She has professional experience negotiating, implementing, administering and managing complex community development projects, contracts and programs within the Community Development Division. Projects include: Community and Economic Development, Public Services, Microenterprise Assistance, Minor Residential Rehabilitation and Capital Improvement projects funded with Community Development Block Grant (CDBG), awarded by the federal Department of Housing and Urban Development (HUD). She previously managed the overall operation and implementation of program development for the City of San Diego Summer Youthforce Program, Youth at Work, Hire-A-Youth and collaborative programs. Currently, La Tisha manages the coordination and oversight of grant programs and agreement administration with non-profit agencies utilizing Transient Occupancy Tax (TOT) and Small Business Enhancement Program (SBEP) funds within the Business Expansion Attraction and Retention Division of the Economic Development Department. Ms. Thomas holds a Bachelor of Science degree in Criminal Justice Administration from San Diego State University.

Courtney Thomson, Council Grants Coordinator, City of San Diego Council Administration

Courtney Thomson serves as the Grants Coordinator/Contract Administrator for the San Diego City Council, helping manage their Community Projects, Programs and Services (CPPS) and Arts, Culture and Community Festivals (ACCF) Funding Programs. She leads the overall implementation of the grant cycles, connects due diligence reviews of all grants, provides administrative support to City Council staff, and ensures City department contracting requirements are met. In Fiscal Year 2017, she executed over 75 contracts in value up to \$130,000, processing over 1.5 million dollars in grant funding. Prior to joining the Council Administration team, Ms. Thomson worked as Council Representative and Policy Advisor to former Council President Todd Gloria, where she was responsible for policy related to Community Development Block Grants and the CPPS and ACCF Funding Programs. She also organized special projects supporting District non-profit organizations, helping him to reach his philanthropic goals and maintain positive community relations. Courtney holds a Bachelor's Degree in Liberal Studies from UC Riverside, a Professional Clear Multiple Subject Teaching Credential with CLAD from California State University, San Marcos and a Professional Grant Writing Certificate from San Diego State University.

Mary Tovella Dowling, Partner, For Purpose Law Group

Ms. Dowling holds a B.S., cum laude, in Business Management from the W.P. Carey School of Business at Arizona State University, and a J.D., cum laude, from Thomas Jefferson School of Law. Ms. Dowling represents a variety of public charities, private foundations, and other nonprofit organizations, including museums, religious and faith-based organizations, social welfare organizations, sports-based organizations, business leagues, educational institutions and social clubs. Her practice focuses on providing full service representation and outside general counsel services advising on a full range of nonprofit and tax exempt legal issues.

Gail Wingfield, Senior Arts and Culture Funding Manager, City of San Diego Commission for Arts and Culture

Gail Wingfield's extensive career in the nonprofit sector includes arts administration, operations management, and development. As the senior arts and culture funding manager at the City of San Diego's Commission for Arts and Culture, she leads the City's arts and culture funding program to produce excellent, inclusive and relevant arts and culture services for diverse and broad audiences of San Diego's residents, visitors and investors. She also manages the City's contracts with nonprofits for the production of arts and culture services and is lead analyst on development and control of arts and culture's annual budget. Ms. Wingfield received a B.A. in Performing Arts from the University of California, Los Angeles, and an M.A. in Nonprofit Leadership and Management from the University of San Diego. As a Certified Nonprofit Professional, Ms. Wingfield has consulted with nonprofits throughout San Diego, assisting with board governance, strategic planning, financial assessment, fundraising, grant writing, and marketing.