University of San Diego’s
Ninth Annual Nonprofit Governance Symposium

C O N F E R E N C E P R O G R A M

The Kaleidoscope of Governance
Governance as Leadership

FRIDAY – SATURDAY, JANUARY 11 – 12, 2013
JOAN B. KROC INSTITUTE FOR PEACE & JUSTICE, UNIVERSITY OF SAN DIEGO

Keynote Speaker

SATURDAY - LARRY ENGLISH
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Friday’s Seminars

Each seminar is designed to be interactive and conversational. Seminars are 1.5 hours long and will be offered twice during the day. Seminars are limited to 25 participants. Each seminar has been created with a specific audience in mind. The following reference key has been designed to help participants determine which seminars they may wish to attend.

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1. What is Generative Governance: Cracking the Code & Making it Real A/G

Generative Governance (GG) offers a powerful way to renew and grow, yet implementing it can be a challenge. How do you start? Where do you focus? What does it look and feel like when you抮e got it right? This seminar helps you crack the GG Code and offers tangible ways to implement it in your organization.

Liz Shear, Consultant, USD Faculty and USD Nonprofit Governance Symposium Director and Eric Klein, Principal, Dharma Consulting

2. Leading the Way: The Difference between Governance and Management A/G

Though the primary responsibility of a board is governance, members often find themselves slipping into a management role. This seminar clarifies essential governance functions, roles and structures, and provides tips on how to maximize the board抯 leadership role.

Elia Romero, CPA, Principal, A/KT, LLP and Vice President of Finance and Revenue Enhancement San Diego State Alumni Association and Andrew Maffia, ACPA, Audit Manager, A/KT, LLP and North Coast Hospice Board Member

3. Creating Generative Board Cultures A/G

This seminar features words of wisdom from organizational leaders who have successfully created trust, confidence and deeper levels of board leadership. Share ideas about how to build respectful, highly productive board cultures and learn the steps to engage board and staff in promoting positive change.

Marjory Kaplan, President and CEO, Miriam and Jerome Katzin Presidential Chair, Jewish Community Foundation of San Diego; John O抌rien, Executive Director, San Diego Social Venture Partners; and Tom Karlo, General Manager, KPBS for some fresh analysis and ideas to address the problems facing our community. Together we will connect the dots and create something new.

4. Advancing Board Excellence: Broadening the Generative Experience E/G

Today抯 boards cannot be passive. They must extend beyond organizational oversight, engaging at deeper levels that help guide the organization through increasingly turbulent times. This seminar will provide new approaches for boards, how they can change their levels of engagement and move to a higher level of excellence.

Paul Van Dolah, President, Van Dolah & Associates and USD Faculty

5. Governing Frameworks: Seeing Your Organization through Fiduciary, Strategic and Generative Lenses A/G

Good governance involves knowing the right questions to achieve excellent outcomes. This interactive seminar will not only deepen your knowledge of governance by providing a 360-degree lens with which to view it, and equip you to address short and long-term strategies.

Jamine Mason, Executive Director, Fieldstone Foundation and Program Officer Consultant, Weingart Foundation and Linda Parh, Membership Director, Pacific Arts Movement (PasArts)

6. Governance Lessons from the Girl Scouts of San Diego - Imperial County Council, the 2012 Kaleidoscope Award Winner A/G

Learn how this venerable 100 year old organization has evolved its board to become a 25 member team capable of shepherding a spot-on response to the needs of local girls (32,000 this year alone)! Join us for a conversation about the elements of partnership, strategy, and principled decision-making.

Jo Dee Jacob, Girls Scouts CEO; Katie Sullivan, Board Chair; Rick Brooks, Board Executive, Hollyce Phillips, Board Member; Deanna Martin Mackey, Board Development Chair; Dr. Mary McDonald, USD faculty and Chair USD Kaleidoscope Award Committee

7. More Governance Lessons from the Field A/G/S

San Diego Youth Symphony and Conservatory and United Through Reading have developed outstanding governance practices; they are both past USD Kaleidoscope Award Winners, both were finalists for the national BoardSource 2012 Prudential Leadership Award for Exceptional Nonprofit Board Governance. Youth Symphony was awarded the grand prize. Learn about their continued success in governance.

Robert Gaan, San Diego Youth Symphony and Conservatory Board President; Dialogue Smith, President/CEO San Diego Youth Symphony and Conservatory; RADM Fran Holian USD (ret), Board Chair, United Through Reading; Sally Ann Zoll, CEO, United Through Reading; facilitated by Donald Stump, North County Lifeline and USD Kaleidoscope Award Committee member

8. Board NEXT: Bridging the Gap Between Emerging Leaders and Board Service A/G/S

We know that a diverse set of perspectives, including age, is critical to every board’s success. This session will examine the perceived barriers to engaging emerging leaders in nonprofit board service and how to overcome them. Current leaders will leave knowing how to recruit young professionals and utilize them effectively. Emerging leaders will understand how to identify the right board service for them, and what local resources are available to support their efforts.

Efrem Bycer, Vice President, Momentum, LLC

9. From the Masters: Building a Competitive Advantage, One Board Member at a Time A/G

A successful nonprofit maximizes the skills, talents and connections of its board members to find mission success and meet the organization’s financial bottom line year after year. Join some of San Diego’s senior fundraising executives as they share best practices that help board members take their organizations to the next level.

Mary Ruth Carleton, Vice President for University Relations and Development, SDSU and CEO of The Campanile Foundation; Todd R. Schatz, Director of Development, The Old Globe; Shelly Stuart, Vice President of Development, San Diego Humane Society; Mark Sturk, Chief Development and Membership
Mini-Lecture Series

The mini-lecture series, delivered principally by USD faculty members, returns again this year. Each mini-lecture is suitable for all attendees and is only offered once. Choosing which lecture to attend is the hard part! We encourage teams to split up and share the knowledge gained with one another.

1. Advocacy as Strategy

   We look around our communities and see so many things we want to change. But how? What are the most effective strategies nonprofit leaders can use to make legislative change at the city, county, or state level? This mini-lecture provides an easy-to-use 10-step framework that will make an advocate out of anyone.

   Pat Libby, Clinical Professor, Director, Institute for Nonprofit Education and Research, USD School of Leadership and Education Sciences

2. Diversity—It’s Not What You Think

   Diversity is important for organizational health, yet many of us can’t explain why. Learn why diversity is essential to create thriving organizations and how to foster diversity in your nonprofit.

   Elizabeth Castillo, Associate Director, Institute for Nonprofit Education and Research, USD; Colleen Krause, Program Director, International Rescue Committee; Janedra Sykes, Organizational Consultant

3. Legacy Building: Planting the Seeds to Build Your Endowment

   The Chronicle of Philanthropy informs us that the generational transfer of wealth to charities will require strategies that are different than traditional fundraising. Using insights gained from Harvard, Yale and Princeton’s successful multi-billion dollar campaigns, we will explore what it takes to build a successful endowment.

   San Diego Opera


   Nonprofit capacity building in plain English: town-gown at its best! Join Pat Libby, Director of USD’s Nonprofit Institute; San Diego Chargers Outside Linebacker, Larry English — founder of the Larry English L.E.A.D. Foundation; Susan English, Larry’s mother and CEO of the Foundation; Grace Chaidez, Assistant Director of the Foundation and Fernando Sanudo, Chief Executive Officer, Vista Community Clinic for a fascinating conversation and discussion about how to effectively use university resources to build the capacity of a nonprofit organization.

   Dr. Mary McDonald, USD faculty, with panel of USD doctoral students from the School of Leadership and Education Sciences

5. The Kaleidoscope of Governance

   The Kaleidoscope of Governance creates stronger, innovative, successful organizations. That’s why it’s the theme of our conference. Like a kaleidoscope, exceptional nonprofit governance unifies and transforms bits of information into coherent patterns through a three-lensed structure (fiduciary, strategic, and generative) that remains constant even when the viewer or the landscape changes. Deve deeper into this concept, and leave with a new metaphor and an extensive understanding of effective governance.

   Liz Shear, Consultant, USD faculty and USD Nonprofit Governance Symposium Director

6. Servant Leadership in the Boardroom

   The Servant Leadership movement began in 1970. Started by AFIT’s Robert Greenleaf, its core foundation includes fulfilling the public trust, focusing on what matters, finding the right questions to ask and defining service as work to the community. Join Rancho Santa Fe Community Foundation’s board chair and executive director as they share their journey to exemplify these values and build an even stronger board.

   Neil C. Hohanson, Chairman, Rancho Santa Fe Community Foundation Board of Directors and Christina Wilson, Executive Director and USD faculty

7. Building Financial Sustainability

   While many nonprofits focus solely on grants and individual donors for their financial viability, more and more are looking to earned income strategies as a third leg of support. While often lucrative and valuable, these strategies are not without risk. We will explore real earned income trials and tribulations experienced in the field. This is your opportunity to understand the concept of earned income strategies and how they may be applied in your organization.

   Paul Van Dolah, President, Van Dolah & Associates and USD faculty

8. Better Marketing for a Better Bottom Line

   Why is marketing the first to go when nonprofits need to make cuts? Why can’t organizations see the benefit of marketing to their bottom line? Because they’re doing it wrong! This session will provide a crash-course on all things marketing: from identifying which market to target, to how to find them, and what to say when you do. We will also explore how board members can and should get involved.

   Deirdre Maloney, President, Momentum, LLC

9. The Power of Questions

   Questions can be a powerful tool for improving the quality of communication among groups. By attending this session you will learn how to use questions as a way to increase trust, enhance mutual understanding, and shift relationships with your fellow board members to the generative level.

   Zachary Green, USD faculty

10. Nonprofits and Civil Society

   Join a panel discussion of USD doctoral students to learn how civil society relates to the nonprofit sector. Explore why civil society matters and what your board can do to help strengthen it.

   Dr. Mary McDonald, USD faculty, with panel of USD doctoral students from the School of Leadership and Education Sciences
Saturday’s Seminars

Each seminar is designed to be interactive and conversational. Seminars are 1.5 hours long and will be offered twice during the day. Please note: The first two seminars listed are two-part 3-hour seminars, beginning in the morning and ending in the afternoon. Seminars are limited to 25 participants.

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Fiduciary Governance

1. Governing Policies and You A/F
   - The board of directors is responsible for creating policy well beyond those that are legally required (Whistleblower and Document Retention and Destruction). Comprehensive governing policies free you up to attend to emerging issues, set clear expectations, prevent unnecessary conflict and keep boundaries clear. Find out how to establish and use these types of policies.
   - Elaine Lewis, Executive Director for Developmental Services Continuum, Research Assistant, USD Caster Family Center for Nonprofit and Philanthropic Research, and USD faculty

2. Evaluating Revenue Streams — The "Unrelated Business Income" Question E/F
   - This seminar addresses the importance of board fiscal governance policies with an emphasis on evaluating revenue streams for possible unrelated business income (UBI), which comes with its own set of rules that could impact the tax exempt status of your organization. Get the scoop on how to identify UBIT and how to manage it.
   - Patricia Jo Mayer, Senior Manager, Tax, MOSS ADAMS, LLP

   - This seminar will address issues and answer questions about the revitalization, reengagement, and continuous growth demanded of board members. It will emphasize the significant issues facing board development and retention efforts, and provide tips to engage board members despite their limited resources and exposure to fiduciary liability.
   - Mike Lichtenberger, Shareholder and Nonprofit Practice Leader at Mayer Hoffman McCann P.C.

   - This seminar covers governance basics but with a twist. We will discuss the unique opportunities and challenges young organizations face, how to recruit and maintain a capable and diverse board of directors, and how a new organization can use the Governance as Leadership framework from its inception.
   - Along the way we will provide practical tools that encourage generative and strategic discussion in board meetings and use real life examples of how organizational challenges can produce growth and deepen meaning.
   - Alberto Cortes, Executive Director, Mama’s Kitchen

Strategic Governance

5. 10 Steps to Social Media Governance: Where Community, Compliance, and Creativity Merge A/S
   - Social media is about community and creativity. For nonprofits, it is also about compliance. Numerous legal issues arise when nonprofits use social media to engage with clients, raise funds, and tell their story. Good governance is essential, but as a new field with limited best practices, extends beyond traditional management techniques. What’s a board member to do? This seminar will present ten simple steps you can follow to ensure that your social media governance is generative, strategic, and effective.
   - Jennifer A. Jones, Research Assistant, USD Caster Family Center for Nonprofit and Philanthropic Research

6. Stakeholders: Governance at the Boundary A/S
   - Every nonprofit has stakeholders: people who live in your neighborhood, people who use your services, people who fund you, and more. Learn about effective ways to identify your stakeholders, to get to know them and engage them in your work. It is governance beyond the usual boundaries, both being true to your mission and gaining support. This session will explore how Casa Cornelia Law Center experienced this type of governance.
   - Jessica Robinson, Executive Director, Consensus Organizing Center SDSU, School of Social Work and USD faculty; Allison Bechill, Director of Development, Casa Cornelia Law Center

7. Systems Thinking — Fulfilling Dreams through Meaningful Process A/S
   - Learn about the differences between systems and strategic thinking are critical to organizational success. Their outcome is not the completion of an academic exercise, but greater resolve. Learn about the differences between systems and strategic thinking, and how to apply them to your organization for greater success.
   - John Maxwell writes, “Processes do matter — we overstate the event and underestimate the process.” Systems and strategic thinking are critical to organizational success. While most everyone agrees that the board needs to play some kind of role in supporting the bottom line, the harsh truth is that most board members don’t enjoy fundraising or are even good at it. How do you use the passion of board members to raise money for the organization? How can staff and board members work together for better results and be more comfortable with fundraising discussions? This session will cover it all.
   - Deirdre Maloney, President, Momentum, LLC

8. The Great Paradox: The Board and its Fundraising Role A/S
   - It’s one of the worst-kept secrets around, and yet it’s very common. While most everyone agrees that the board needs to play some kind of role in supporting the bottom line, the harsh truth is that most board members don’t enjoy fundraising or are even good at it. How do you use the passion of board members to raise money for the organization? How can staff and board members work together for better results and be more comfortable with fundraising discussions? This session will cover it all.
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9. Organizational Showcases F/S/A
   - USD’s Nonprofit Leadership and Management Masters Program provides an opportunity for extensive student work in the community. Others can learn about exemplary projects when they are published for public use in our online Best Practices Library. Come hear about two such endeavors: the creation of an effective board manual for WiLDCOAST, and the development of an audit handbook for San Diego Center for Children. You’ll also learn how your organization can utilize the library to advance your cause.
   - WiLDCOAST project: Serge Dedina, PhD, WiLDCOAST Executive Director; Kea Spurrier, San Diego Zoological Society and USD NLMP student; Justin Schaberg, San Diego Grantmakers Member Services Associate and USD NLMP student
   - San Diego Center for Children project: Diana Landis, CPA, San Diego Center for Children CFO and USD NLMP student; Lisa Andaleon, Project Manager Corporate Development, Life Technologies and USD NLMP student; Justin Schaberg, San Diego Grantmakers Member Services Associate and USD NLMP student
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    - Deirdre Maloney, President, Momentum, LLC
Lisa Andalson is a finance and business administration expert, specializing in the nonprofit sector. For ten years she served as Manager of Technology Transfer at the Sanford-Burnham Medical Research Institute and was responsible for all of the accounting, financial planning, contract compliance, alliance management, commercial grants, and licensing for their business development office. Lisa served as Treasurer on the Board of Culture Shock Dance Troupe, and is currently on the San Diego Center for Children’s Re-Entry Counseling. She has also actively involved in several volunteer committees at Self-Realization Fellowship Church. She is a second year student in USD's master's degree program in nonprofit law. She is now working at a boutique law firm in San Diego, California.

Luis Alonso is a contributing columnist for the San Diego Union-Tribune, and the Estate Planning Council of San Diego. He is a member of the Financial Planning Association, the National Association of Personal Financial Advisers, the CFA Institute, and the Estate Planning Council. He is a contributing columnist for The Presidio Sentinel, a community newspaper serving the Mission Hills, Loma Portal and Point Loma neighborhoods. Rick earned his BA in political science in 1989 from Harvard University and his MBA from the University of San Diego in 1996.

Lynne Altman, CPA, is a contributing columnist for the San Diego Union-Tribune, and the Estate Planning Council of San Diego. She is a member of the Financial Planning Association, the National Association of Personal Financial Advisers, the CFA Institute, and the Estate Planning Council. She is also a contributing columnist for The Presidio Sentinel, a community newspaper serving the Mission Hills, Loma Portal and Point Loma neighborhoods. Rick earned his BA in political science in 1989 from Harvard University and his MBA from the University of San Diego in 1996.

Efrem Bycer, MBA, CFA, CFP, is a freelance business writer and editor in London and New York City.

A graduate of the University of San Diego's Nonprofit Leadership and Management master's program, she also holds a bachelor's degree in political science from the University of California, Berkeley. Her research interests include organizational learning, governance, and collaboration in nonprofit agencies.

Grace Chaidez is the Director of Development at Casa Cornelia. She has twenty-two years of experience in planning, implementation, management, governance, and evaluation of human services programs, and as many years of board service for nonprofit social services and arts organizations. She holds a master's degree in business administration from the University of San Diego. In 1997, Spira Campbell was promoted to the Opera's post of Director of Strategic Planning and Special Projects — overseeing both the Casals Festival and the Opera's development campaign. In 2004, she was named the San Diego Symphony's Chief Strategy Officer and received the Symphony's 2006 Employee of the Year award. In 2008, she became the first woman to lead the San Diego Symphony in its 104-year history.

Serge Daniel, PhD, is the Co-founder and Executive Director of WiLDCOAST. He is the driving force behind the organization's numerous accomplishments, which earned him the 2009 San Diego Zoological Society's Conservation Medal as well as the California Coastal Commission's Conservation Award. Since WiLDCOAST's founding in 2003, he has overseen the Surf Industry's Environmental Award in recognition of his role in helping defeat the Mexican government's Nautical Ladder master plan. Before founding WiLDCOAST, Serge was the former founding director of The Nature Conservancy's Baja California program as well as the Sea of Cortez program. Serge received a PhD in geography from the University of Texas at Austin, a MS in geography from the University of Wisconsin-Madison, and a BA in political science from the University of California, San Diego. He is the author of two books: Saving the Gray Whale, a book based on the three years he lived in the gray whale lagoons of Baja California, and Wild Sea Ears and Surf Stories from the Coast of the California, published in early 2011.

Laura Deitrick, PhD, serves as the Director for the Caster Family Center for Nonprofit and Philanthropic Research at the University of San Diego. She has been a nonprofit executive director, board member, consultant, and researcher on nonprofit trends. Her research has led to important reports on nonprofit ethics, nonprofits and public education, nonprofit human resource practices, executive compensation, and nonprofit advocacy. She has written 26 reports on nonprofit confidence, and regional grantmaking. In her role as Director of the Caster Center, Laura oversees the work of 6 doctoral students and other affiliated faculty. She is a faculty member in USD’s Nonprofit Leadership and Management program and has served as a faculty member at USD in public policy. She has written numerous articles on nonprofit research methods, program design, evaluation and also serves as an adjunct faculty member at the University of California San Diego, where she teaches a graduate course in nonprofit management in the Public Policy and International Relations and Pacific Studies.

Zachary Green, PhD, is a visiting professor in USD's Department of Leadership Studies. Zachary also works as a coach and consultant to organizations ranging from local nonprofit advocacy groups serving marginalized populations to multinational institutions focused on global development. For many years he has worked with top leaders and high potential managers globally through the World Bank. His teaching and research focuses on group behavior, human development, identity, dialogue, and negotiations.

* denotes USD Institute for Nonprofit Education and Research Faculty.
Increasingly Zachary's work in the Department as an Associate Director of the Leadership Institute attends to issues of mindfulness, consciousness, reflective practice, and social justice action. Fran Hohman, RADF (Royal Australian Defense Force), US Navy RET, MBA, is Chair of United Through Reading. He is a 1980 graduate of the US Naval Academy and joined the United States Marine Corps Reserve as a second lieutenant. He attended the Marine Officer Assistance Plan (MAP) program and graduated with a BS degree in chemistry. He has a master's degree in education from the University of San Diego with a concentration in security studies. He is a decorated combat veteran with over 30 years of active duty and reserve service with multiple deployments to the Middle East. Fran is an active member of the Association of Former United States Naval Officers (AFSUON).
joined Fieldstone in 1988 and has served as its leader since 1999. In this role she is responsible for the overall management of the Foundation’s giving program and leadership training programs in Orange and San Diego Counties. Janine received her undergraduate degree in political science at the University of San Diego. She holds a master’s degree in nonprofit leadership and management from USD Janine is a 2006 graduate of the Executive Program for Philanthropy Leaders from the Graduate School of Business at Stanford University. Janine is a member of the National Philanthropic Trust Foundation; the WSU Foundation; Pullman Memorial Hospital; St. Hospice of Southeastern Washington; Washington County Hospice and then in California. He has served on numerous boards and advocate. Tim began his career in 1973 as an English teacher. He has spent over 36 years in education as instructor, administrator, and leader. During his career, Tim has served on various boards in the San Diego County government, including the City Council as a Volunteer of the Year. He holds a BA in management and organizational studies from Portland State University.

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eight years, until 2010. Dalouge is also a guest editor on the arts for the San Diego Union Tribune, the author of the arts advocacy blog "Dog Days" at the national website artsjournal.com and is a regular contributor on the arts from Albion College. Mark is a member of the Rotary Club of San Diego, and a member of the Zoological Society of San Diego Foundation Board of Directors and is a member of the Soup Kitchen Foundation Executive Leadership Program, and is an active volunteer with various community organizations.

Katie Sullivan is Girl Scouts of San Diego chair of the board of directors. In 2007, she led the successful $35M capital campaign, resulting in a transformation of the Balboa Park headquarters property, as well as the mountain campus. She has been actively involved in the volunteer community of San Diego for the past 25 years and served as a Girl Scout leader and service team member from 1985-2007. Her library affiliations currently include Vice Chair of the Board of Directors of the San Diego Public Library Foundation and member and former chair of the City of San Diego, Board of Library Commissioners. She is founding member of the Hidden Valley Boys’ Auxiliary, a women’s shelter of the Center for Community Solutions. She has been honored by the San Diego Public Library as Volunteer of the Year and by the community of Scripps Ranch as their Citizen of the Year. Girls Scouts of San Diego has conferred upon her their highest honor, the Puerto de Oro Annual Award.

Janedra Sykes, MA, is the principal of Sykes and Associates, a consulting firm serving nonprofits with an emphasis on capacity building, fund development and grant writing. She serves small and medium size multi-service agencies that are experiencing rapid growth and serve at-risk youth, veterans and those living with AIDS/HIV. In addition to government and for-profit positions, her professional experience includes over 15 years of experience in the nonprofit sector; administration, grants/contract lifecycle management, program design and implementation. Her positions have ranged from front line staff to primary grant writer to executive director. She is an alumna of USD’s Nonprofit Leadership and Management master’s program.

*Paul Van Dolah is the principal of Van Dolah & Associates, which specializes in serving nonprofit community organizations, medical groups and health care organizations. His areas of expertise are strategic planning and organizational development. Prior to establishing Van Dolah & Associates, Paul served as Executive Vice President and Chief Operating Officer at San Diego Children’s Hospital and Health Center from 1998 through 2003. Paul has over twenty-five years in senior leadership positions in hospitals across the United States.

Joe Watkins, PhD, is Vice President of External Relations for Point Loma Nazarene University, where he leads a group of outstanding colleagues who are responsible for sustaining the future of the university through current and future revenue generation, development of charitable giving, strong brand development, community service and presence, alumni relations, legal and legislative oversight for the university as well as development of new revenue generation through external programs. The External Relations group generates nearly $100 million annually for the university. As a member of the faculty of the Fermanian School of Business he teaches courses in Management and Business Leadership. Currently Joe serves on the San Diego Opera Board, Board of Directors for the Charter School of San Diego, the Point Loma Nazarene University Foundation Board of Directors and is a member of Downtown Rotary.

Ruth Westreich is President of The Westreich Foundation and Co-Chair of USD’s Institute for Nonprofit Education and Research Advisory Board. She brings over thirty years experience as a creative marketing communications director and strategic marketing director in both the corporate and nonprofit sectors. She also currently serves on the board of directors of San Diego Grantmakers and Scripps Institute. Ruth works hands on with battered and abused women and children, children at risk, mentoring programs and literacy. She is the visionairy responsible for the creation of the highly acclaimed new business book, *The Art of Original Thinking — The Making of a Thought Leader* written by award winning author, Jan Phillips, which won the Editor’s Choice Award from AllBooks Review. Her website is: www.westreichfoundation.org.

*Sally Ann Zoll, EdD, is CEO of United Through Reading. As their multitalented leader, Sally serves as the chief guardian and spokesperson for the vision and mission, builds and sustains relationships with stakeholders and partners, and leads the UTR programs, finances, and internal team. In her distinguished career, Sally's values for education are always evident: She has a doctorate in educational leadership and management, a master's degree in special education from the University of San Diego and a BA in elementary education from Purdue University. From her first position as an elementary school teacher to her present leadership role, Sally has integrated her knowledge of education and educational technology with her talents for building and leading organizations of all sizes in the public, private and nonprofit sectors.*
Upcoming Events:
Prospective Student and Alumni Mixer
*Naval Training Center — 2508 Historic Decatur Rd. in the Hoffman Community Room*

Join Nonprofit Leadership and Management alumni to learn more about the master’s degree program. Enjoy good company and snacks as you hear firsthand from former students about the curriculum, what life is like as a graduate student, and what types of career benefits you can expect — 84% of our graduates have received promotions or new jobs after graduation!

School of Leadership and Education Sciences Spring Open House 2013
*Mother Rosalie Hill Hall*

Join the School of Leadership and Education Sciences for its Spring Open House. Meet program faculty, alumni, students, and staff; tour our state-of-the-art, 80,000 square-foot building; and learn about our outstanding graduate programs in Counseling, Leadership Studies, Learning and Teaching, and Marital and Family Therapy. View a full listing of our graduate credential, master’s and doctoral programs.

Please note that the PhD in Leadership Studies, the MA in Leadership Studies, and the MA in Higher Education Leadership will not be included in this event because the application period will have closed for those programs.

Please mark your calendars for the 10th Annual Nonprofit Governance Symposium.

Please visit us at [www.sandiego.edu/nonprofit/symposium](http://www.sandiego.edu/nonprofit/symposium) for symposium presentations.

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