



2024

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# ANNUAL UPDATE



Center for  
Nonprofits & Philanthropy  
THE BUSH SCHOOL

SEPTEMBER 2023 - AUGUST 2024



# Report Overview



Center for  
Nonprofits & Philanthropy  
THE BUSH SCHOOL



*This report summarizes prior year accomplishments (September 1, 2023–August 30, 2024), ongoing activities, and priorities for the Center for Nonprofits & Philanthropy.*

## The Mission of the Center is to:

***Support a vibrant nonprofit and philanthropic sector in Texas and beyond, through high-quality research, professional outreach, and engaged learning.***

## Overall Strategic Priorities

- Prepare leaders to have an impact on society through high-quality education
- Strengthen organizations and support social sector ecosystem
- Improve understanding and scholarship of the nonprofit sector
- Build and sustain a Legacy Center

## Major Accomplishments 2023–2024

- **Nonprofit Career Development Certificate.** Offered for second year to 52 AmeriCorps VISTA participants from Texas and Mississippi.
- **Philanthropy Southwest Partnership.** Bush School capstone students expanded the existing economic impact report to provide additional details on each state and metro areas within each state.
- **Amarillo Area Foundation Cohort.** Completed capacity building for a second cohort of 20 nonprofit executives in the Texas panhandle and renewed the contract for a third cohort in 2024–2025.
- **Hosted The Nonprofit BRIDGE Conference.** In partnership with the OneStar Foundation, the conference showcased existing relationships between nonprofit organizations and university scholars. More than 100 participants attended, made up of nonprofit leaders, university staff, researchers, and students from across Texas.
- **Identified and Recruited 15 Faculty Fellows** from across the Texas A&M University campus to solidify the Center’s position in academic research on nonprofits and civil society.
- **Institutional Challenge Grant.** Developed a proposal in partnership with Philanthropy Southwest to support university-based research centers in building sustained research-practice partnerships with nonprofit organizations. Submitted to W.T. Grant Foundation subsequently unfunded.

## Priorities for 2024–2025

- **Offer a New Continuing Education Professional Certificate in Nonprofit Leadership**, which fully incorporates curriculum from our existing continuing education certificates in Nonprofit Leadership, Social Justice, and Fundraising. We anticipate launching our rebranded certificate in the fall of 2025 and attracting 50 customers by the end of August 2025.
- **Institutionalize the Nonprofit Career Development Certificate** for AmeriCorps VISTAs and deliver in the fall of 2025 and beyond.
- **Philanthropy Southwest Partnership.** Coordinate and complete capstone project on an expanded report on the impact of philanthropy in the Southwest.
- **Develop and Deliver Training in Systems Change** through a partnership with Philanthropy Southwest and private foundation investment to cover development costs.
- **Initiate Capacity Building Cohorts.** Secure partnerships to host multiyear, custom capacity building cohort programs throughout the state, emphasizing strengthening rural philanthropy.
- **Continue to Grow CNP audiences** through consistent messaging and formalized processes. Work with the Bush School Marketing team to update and enhance CNP website pages.



CNP Lunch & Learn in Spring 2024 titled: Healing the South: Discussing Healthcare Access. Participants included Bush School staff and students.



## Overview of Program Activities

The report provides an overview of Center-related activities in the following areas:

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# Prepare Leaders to Have an Impact in Society



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## Prepare Leaders to Have an Impact in Society



The Center helps prepare capable and dedicated individuals to be effective leaders in the sector. They gain skills and knowledge to achieve program outcomes, creatively sustain and grow operations, monitor finances for ethical accountability, and support transparent governance. The Center engages in education-related activities. This includes supporting the graduate certificate, offering continuing education certificates, workshops, conferences, and co-curricular educational experiences for Texas A&M University students. The success of the programs relies on a rich network of partnerships across the school, university, and the state. We prepare individuals who will provide leadership within organizations to address important public problems.

### Graduate Certificate

Center staff support the graduate certificate in coordination with the Office of Extended Education and the Department of Public Service & Administration. Forty-five students applied in the 2024/2025 academic year; this is a modest decline from the prior year. Thirty students completed the graduate certificate program in the 2023/2024 academic year.

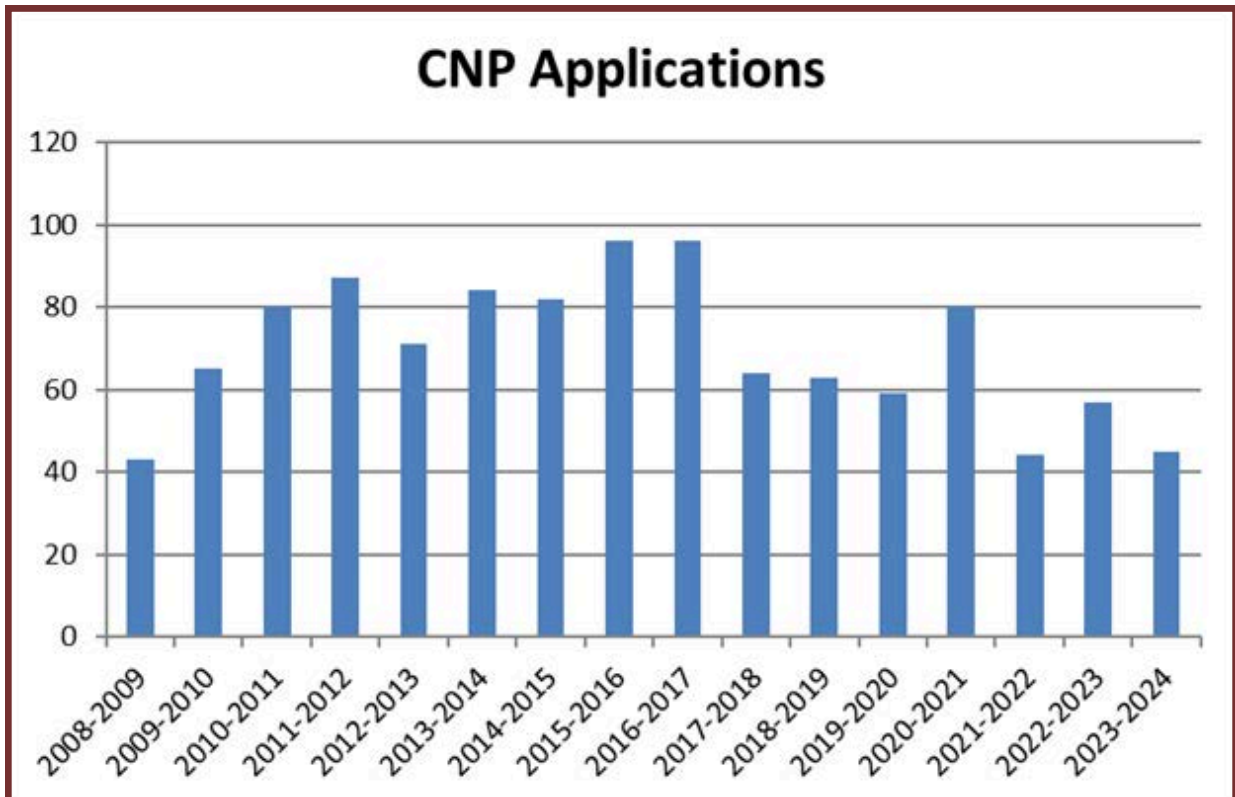


Chart showing the comparison of applications to the Graduate Nonprofit Management certificate.



## Continuing and Professional Education

- **Continuing Education Certificates.**

- **Nonprofit Leadership:** 8 enrolled participants over two semesters.
- **Social Justice Leadership:** 7 enrolled participants over two semesters.
- **Fundraising Leadership:** 8 enrolled participants over two semesters.
  - Generated gross revenues of just under \$40,000 in 2023–2024.

- **AmeriCorps National Certificate Program.** Successfully delivered the Nonprofit Career Development Certificate to 52 AmeriCorps VISTA volunteers. Underwritten by the OneStar Foundation (Texas), the Center for Nonprofits & Philanthropy, and the Mississippi Commission for Volunteer Service (Volunteer Mississippi) to support the service-to-career pipeline of AmeriCorps members into the nonprofit sector. Courses offerings included social justice leadership, strategic management, understanding fundraising, performance measurement, and situational leadership. Generated gross revenues of \$50,000.

- **Fee-Based Workshops and Programs.**

- **Leadership in Board Service.** Offered twice in 2023–2024, online in October and in-person in February, with 44 total participants. Program provides training for volunteer leaders (board members) to support high-quality governance and impactful organizations. Total revenue for both offerings was \$2,079.

- **Non-Fee-Based Workshops and programs.**

- **Webinars.** The Center offered five webinars during the Fall and Spring semesters of 2023–2024. Sessions are open to the public but focused on nonprofit organizations to advance professional development. Topics included nonprofit branding, volunteerism at public service organizations, confronting nonprofit human capital issues, millennial fundraising, and partnerships for cross-sector collaborations. Audience outreach is estimated at ±1500. The Center also offered an information webinar in the Fall of 2023, discussing the three Nonprofit Leadership Certificates. There were over 200 registrations for these sessions.

- **Instructional Design.** Updated and unified the course layout for all certificate programs in Canvas LMS. Utilizing new AI software, we enhanced the quality and consistency of course content across all programs. This initiative involved collaborating with the CNP marketing department to create a new branding guide for company-wide adoption in future content development. Additionally, we partnered with the Continuing and Professional Education Department to conduct thorough quality assurance testing of the new catalog registration system, ensuring a smooth launch and optimal user experience.





## Student Enrichment Activities

**Nonprofit Capstones.** The Center supports outreach to potential clients. This year, there were two nonprofit-related capstones.

- Dr. Will Brown worked with Philanthropy Southwest (PSW) to expand and develop an economic impact report. Students analyzed grant records across 41 dimensions (i.e., giving priorities and major metro areas) and compiled expense data on 1500 nonprofit grant recipients. CNP and Dr. Brown worked to profile this analysis in eight separate technical reports, highlighting the economic impact of philanthropy across seven states in the southwest and a composite report for the region.
- Dr. Robbie Robichau's capstone team worked with Allies Against Slavery, a counter-human trafficking nonprofit, to assess U.S. State Policies on Human Trafficking. The students explored four major themes: 1) the evolution of anti-trafficking legislation over time, 2) the importance of enhanced data collection and sharing, 3) opportunities for partnerships, and 4) the development of state policy profiles. The key findings of the report support policymakers and nonprofits in developing a more unified and effective approach to combating trafficking and ultimately supporting victims and survivors.

## Student-Focused Programs and Clubs

- **Board Fellows Program.** In the 2023–2024 academic year, 26 students and 24 organizations participated in the Bush Board Fellows Program. The program allows Bush School students to serve as nonvoting board members for local nonprofit organizations. Students attend board meetings, serve on committees, engage in discussions, and provide advice to the board and executives. The Center supports agency relationships and student engagement with:

- American Red Cross Central and South Texas Region
- Alabama Free Clinic
- Big Brothers Big Sisters of the Brazos Valley
- Bryan & College Station Public Library System
- Bryan ISD Education Foundation
- Brazos Valley Symphony Society
- Bryan/College Station Chamber of Commerce
- Catholic Charities of Central Texas
- Destination Bryan
- Friends of the BCS Library System
- Habitat for Humanity
- Health for All
- Project Unity
- Pride Community Center
- REACH
- Rosenberg Railroad Museum
- Sexual Assault Resource Center
- Twin City Mission
- United Way of the Brazos Valley
- Voices for Children
- Stage Center
- US/Mexico Border Philanthropy Partnership
- UFCS - United for College+Career Success



- **Association of Fundraising Professionals (AFP) – Collegiate Chapter.** Exceptional leadership from our student officers took the Collegiate Chapter to a new level last year. The leadership team focused on helping their classmates understand opportunities in the fundraising profession and recruiting members, which led to an increased membership of 27 and earned the title of the largest AFP Collegiate Chapter in the United States. Dr. Seaworth secured scholarships valued at \$8,800 for 2 students to attend AFP LEAD, which was held in Philadelphia, and 5 students to attend AFP ICON in Toronto, Canada. Students reported learning much from the AFP International Conference and shared their new knowledge with the chapter. The chapter continued to cultivate its relationship with AFP Houston. The chapter held 6 educational meetings in which they learned from development professionals, examined job postings, and hosted a resume and LinkedIn tutorial.
- **Lunch & Learns.** The Center provides lunch talks for TAMU students. In the 2023–2024 academic year, the Center’s Lunch & Learns consisted of:
  - Fall (November 2023): National Philanthropy Day, in partnership with the TAMU AFP Chapter
  - Spring (April, 2024): Healing the South: Discussing Healthcare Access
    - Alicia Gourlay, Executive Director, Alabama Free Clinic
    - Elizabeth Dickey, Executive Director, Health For All
    - Zack Stoycoff, Executive Director, Healthy Minds Policy Initiative
- **Coffee & Community.** Once the CNP offices moved up to the 3rd floor of the Allen Building, the Coffee & Community initiative began to incentivize students to visit our offices and meet with their peers. In Fall 2023, CNP held 3 Coffee & Community events with over 10 students at each month’s program. In Spring 2024, CNP held 3 additional Coffee & Community events with about 15 students at each month’s program. Students have regularly attended these events and have appreciated the breakfast, coffee, and networking opportunities available through the program.

## Highlighting Students and Alumni

- **Student Profiles.** The Center works with first and second-year Bush School Graduate students to promote their career interests, including through CNP Social Media pages. During the Spring of the 2023–2024 academic year, we published our Student Lookbook, which profiled 7 students seeking a summer internship and 15 students seeking full-time employment. Additionally, in the Summer of the 2023–2024 academic year, we profiled 10 Bush School students interning with nonprofit organizations. The profiles greatly increased our engagement and awareness on social media, with employers commenting on individual posts to help connect with students.
- **Alumni Profiles.** As a nonprofit resource for students and alumni, CNP keeps in touch with past Bush School students to stay engaged and follow their careers. One initiative that aligns with this goal is an alumni profile. This initiative highlights a Bush school alumnus who is currently working in the nonprofit sector. During the 2023–2024 academic year, we profiled Sharon K. Allen ’04, a Bush School alumni who is currently in Fundraising.

## Priorities/Next Steps in Preparing Leaders

- **Continuing Education.**

- Offer a new professional certificate in nonprofit leadership, which fully incorporates curriculum from our existing continuing education certificates in leadership, social justice, and fundraising. Based on the Center’s current staffing structure, this reorganization moves us from three to one certificate offering. Doing so allows us to anticipate efficiencies in associated marketing/promotions, instructional expenses, and customer acquisition costs. We anticipate the launch of our rebranded certificate in the fall of 2025 and plan to attract 50 customers by the end of August 2025.
- Institutionalize the Nonprofit Career Development Certificate for AmeriCorps VISTAs and deliver in the fall of 2025 and beyond.
- Identify specific organizations (markets) to engage and move to a wholesale recruitment approach in identifying future customers for noncredit professional education opportunities.
- Approach, secure, and partner with charitable foundations whose interests align with supporting and underwriting the costs of continuing education for nonprofit professionals.
- Explore Innovative Learning Technologies such as piloting course-specific chatbots to provide learners with personalized support, answer frequently asked questions, and enhance engagement within individual courses.

- **Alumni Profiles.** Sustain and grow alumni profiles in multiple formats to promote students from all program areas.



Bush Board Fellows Pinning Ceremony 2023. Representatives from host organizations, Bush School students and CNP staff pose for the picture.



# Strengthen Capacity for Effective Organizations and Support the Social Sector Ecosystem



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## Strengthen Capacity for Effective Organizations and Support the Social Sector Ecosystem



Texas A&M University has a long history of extension and outreach that translates knowledge and expertise from the university to the community. To represent the Bush School's values of public service, the center engages with the nonprofit community through a model of scholarly engagement that involves the discovery, integration, translation, and application of knowledge. Through capacity-building models, consultation, university partnerships, and more, the center plays a significant role in supporting the development of a vibrant nonprofit sector in Texas. These projects are communicated through media posts titled "CNP in Action" as a means to share news about our work in this area.

### Capacity Initiatives

This year, Dr. Angela Seaworth worked to build capacity through mediating organizations in rural areas to reach and serve more nonprofit organizations across the state. She provided capacity-building training in the Texas Panhandle, strategic planning for a private foundation in Schulenberg, and fundraising and governance training for Habitat for Humanity Texas. Additionally, she extended support for the university by providing fundraising and faculty philanthropy training at Texas A&M Foundation and development consulting and board training for the Corps of Cadets Association. Engagements resulted in \$95,245 in contracts last year.

- **Texas A&M Foundation Dentistry Faculty Training.** Collaborated with the Texas A&M Foundation Dentistry Development team to create a custom program for dentistry faculty and the Dean, based on a faculty philanthropy education program Dr. Seaworth created in 2023.
- **Habitat for Humanity Texas.** Continued a capacity partnership to offer fundraising leadership and governance training that was customized for Habitat for Humanity executive directors and development officers throughout the state, with support from a team of three other instructors.
- **Texas A&M Health Fund Development Training.** Designed and participated in a full-day training for faculty and staff who support fundraising for Texas A&M Health.
- **Amarillo Area Foundation.** Completed capacity building for a second cohort of 20 nonprofit executives in the Texas Panhandle and renewed the contract for a third cohort in 2024–2025.
- **West Texas A&M Professional Development and Sustainability for AmeriCorps Members Toward Impact at Site Organizations.** The West Texas A&M AmeriCorps Director contacted Dr. Seaworth to custom design a learning experience for AmeriCorps members serving in The Panhandle to learn more about the nonprofit sector and how to effectively collaborate with their site managers to develop a strategic effort that would positively impact their organizations. The program provided 12 hours of customized learning for 25 AmeriCorps members and their site managers related to nonprofit leadership, utilizing the adopted strategy and assessment toolkit and the connection between mission and fundraising.

- **Texas A&M Corps of Cadets Association.** Conducted a development assessment and made recommendations for implementing software, human capital expansion, new programming, technical training for staff, and philanthropy education for board members to increase the long-term fundraising capacity for the Corps of Cadets Association.
- **Brazos Valley Cares.** Dr. Seaworth designed and delivered a full-day board training for this organization and reviewed its bylaws to make suggestions for how the organization can effectively revitalize its board and build fundraising capacity.
- **Stanzel Family Foundation.** As part of Dr. Seaworth’s work with rural philanthropy, she facilitated a strategic planning process for this family foundation located in Schulenburg, Texas.

## Bank of America Program on Volunteerism

The Bank of America Corporation approved that the once-annual Bank of America Program on Volunteerism could be restructured as an every other year research conference. In February 2024 the Center successfully hosted the BRIDGE (Build Relationships, Innovate, Discover, and Get Engaged) Conference at the Annenberg Presidential Conference Center on Texas A&M’s campus. In partnership with the OneStar Foundation, it showcased existing relationships between nonprofit organizations and university scholars collaborating on applied projects in their respective communities. BRIDGE attracted more than 100 attendees made up of nonprofit leaders, university staff and researchers, and students from across Texas. Primary conference organizers were Dr. Kenny Taylor, Dr. Robbie Robichau, and Ms. Nicole Collier.



2024 BRIDGE Conference attendees, Bush school staff and faculty, and event panelists pose for a picture to celebrate the inaugural BRIDGE Conference in Spring 2024.



## Invited Presentations, Workshops, and Facilitation

- **Texas Nonprofit Council.** Dr. Angela Seaworth was invited to be a keynote speaker for this advisory board to Governor Abbott to share data and ideas about how we can strengthen the nonprofit ecosystem throughout Texas. She presented: Contemporary Issues Facing the Nonprofit Ecosystem in Texas.
- **South Central Rural Philanthropy Day.** Dr. Angela Seaworth presented two sessions at this conference for rural nonprofits and philanthropists: 1) Clarifying Governance to Build Effective Boards and 2) Strategic Planning.
- **Nonprofit Academic Centers Council Conference (NACC).** Dr. Seaworth presented research on the sustainability of nonprofit academic centers from their paper Sustaining Impact: Financial Sustainability of Nonprofit Academic Centers with her research partners, Dr. Peter Weber and doctoral student Mrs. Brittany Branyon.
- **Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Annual Conference.** Dr. Seaworth presented Strategic or Funded? Implications of How Financial Sustainability Shapes Nonprofit Education, with her research partners from Auburn University.
- **Center for Chamber of Commerce Excellence.** Dr. Brown presented with Royce Hickman a session on volunteer and board member development.
- **TAMU College of Veterinary Medicine.** Dr. Kenny Taylor presented to Veterinary Medicine students for a course titled Vets Impacting Their Communities, focused on conducting feasibility studies to determine what services communities have regarding charitable healthcare needs for pets.
- **Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA).** Dr. Taylor led a workshop on Teaching and Classroom Management for the Diversity Scholars and Leaders Professional Development Program for doctoral students at the annual conference.
- **Philanthropy Southwest “On the Road.”** Dr. William Brown and Nicole Collier prepared and presented findings from the Economic Impact study at three regional meetings for Philanthropy Southwest members.
- **Zimbabwe Capacity Building.** Over a four-month period, Dr. Brown conducted four virtual training sessions and offered three in-country training workshops to support the development of 25 community-based organizations in Zimbabwe. This was supported by the U.S. Embassy in Harare, Zimbabwe (August–December 2024).
- **Systems Change Session.** Offered by Dr. William Brown and Dr. Wynn Rosser, TLL Temple Foundation, at the annual meeting of Philanthropy Southwest PSW Conference, Oct. 2024.

## Priorities/Next Steps in Strengthening Capacity for Effective Organizations and Systems

- **Initiate Capacity Building Cohorts.** Secure partnerships to host multiyear, custom capacity building cohort programs throughout the state, with an emphasis on strengthening rural philanthropy.
- **Expand Support for Texas A&M University.** After receiving multiple department and campus requests for the Faculty Philanthropy Education program, investigate how we collaborate with the university and Foundation to make this available to more faculty.



Picture of the Cohort 2 graduates of the LEAD'em Institute led by Dr. Angela Seaworth and in partnership with the Amarillo Area Foundation.





# Research to Improve Understanding and Scholarship of the Nonprofit Sector



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## Research to Improve Understanding and Scholarship of the Nonprofit Sector



The center conducts high-quality research to improve understanding and scholarship of the nonprofit sector and provide independent, data-driven, and trusted program and policy guidance that creates equitable systemic change. Affiliated faculty are active in their scholarship communities on topics such as board governance, nonprofit finance, fundraising, leadership, social service networks, and others. In addition, our relationships with centers, agencies, and foundations across the state have allowed the center to develop several meaningful research initiatives and projects. The Center is engaged in numerous applied and fundamental research activities to support the learning objectives of partners and the research interests of faculty and staff. The Center has the capacity to support data collection, analysis, report development, and promotion.

### Summary of Projects and Accomplishments

- **Philanthropy Southwest.** Coordinated and compiled capstone students' analysis on the economic impact of foundation grantmaking across the seven-state southwest region. Center staff and Dr. Brown developed eight reports, highlighting the economic impact of philanthropy across seven states and a composite report for the southwest region of the US. Southwest Philanthropy invested almost \$50,000 in direct expense to acquire data and purchase access to economic impact analysis software.
- **Faculty Fellows Program.** Launched in spring 2024 with fifteen faculty from across campus, the program recognizes individuals whose work and accomplishments align with our mission.
- **Institutional Challenge Grant.** Developed proposal in partnership with Philanthropy Southwest. to support university-based research centers in building sustained research-practice partnerships with nonprofit organizations in order to reduce inequality in youth outcomes. Submitted to W.T. Grant Foundation for \$650,000 with a match from the department for another \$183,878.
- **System Change Paper Published.** Co-authored with Wynn Rosser, the paper presented a seven-component systems change framework and was published in Foundation Review. Working with partners to develop and launch a continuing education training course based on this material.
- **Strengthen partnership with Texas Nonprofit Strong!** The Center is the research partner for the updated Built for Texas Report. This report informs stakeholders on the size, scope, and strengths of Texas' Nonprofit Sector—OneStar, United Ways of Texas, and the Nonprofit Strong! Nicole presented at the "State of the Sector" webinar, and at a regional presentation in Houston.

## Priorities/Next Steps in Research

- **Philanthropy Southwest Partnership.** Maintain and build our partnership this includes hosting 2024/25 capstone, continued promotion of completed research which will include shared webinar and additional regional presentations. Exploring option to assess impact of individual Foundations, through a survey and customized reports.
- **Develop Training on Systems Change model** through support from Nicholson Foundation and in partnership with the Hogg Foundation and T.L.L. Temple Foundation CNP will develop multi-module training materials for delivery online and in-person.
- **Explore Other Funders** and their interest in concepts developed as part of the Institutional Challenge Grant.



16th Annual International Society for Third-Sector Research (ISTR) Conference Attendees including CNP Director, Dr. Will Brown, in Antwerp, Belgium.



# Building and Sustaining a Legacy Center



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## Building and Sustaining a Legacy Center



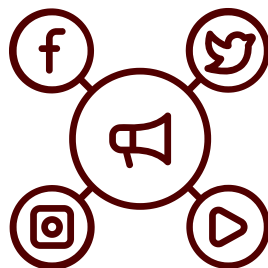
Each year center staff seek to sustain and refine center operations. This includes oversight of all financial transactions and funded contracts. In addition, we are engaged in fundraising efforts to build the sustainability of the center. We also coordinate and work with advisory board members. A significant portion of our work promotes and manages communications and marketing. This includes website updates and management, social media graphic design, e-mail campaigns, and newsletters. As part of our center administration, we also host the Nonprofit Academic Centers Council (NACC) and help oversee and manage all the finances associated with the membership association.

### Marketing & Communications

- **Increased Marketing Coordination Internally and Externally.** Regular engagement with the new Bush School Marketing Director and team, Bush School staff, CNP Faculty Fellows, and other TAMU staff to facilitate broader outreach for programs, certificates, and research.
- **Streamlined Marketing and Event Promotions and Processes.** Increased the efficiencies of event promotions through the increased use of Hubspot (CRM), staffing changes, and Monday.com. Event promotion goes to the following audiences: CNP social media, CRM contacts, Bush School audience, United Ways of Texas newsletter, Google Business Profile, Texas Rural Funders Newsletter, and the TAMU audience.
- **Customer Relationship Management (CRM) system.** The Center began utilizing Hubspot, in the Summer of 2022 to manage interactions with current and prospective Center audiences. Newsletters, email campaigns, webinar event registration forms, and social media are created and distributed through Hubspot, increasing the efficiency of CNP's Marketing Department. This has decreased the data entry burden and amount of software used, increasing our CRM contacts by 1,163 contacts since August 1, 2023.
- **Website.** Regular and ongoing updates are conducted to ensure enhanced user experience, within the limitations set by Bush School MarComm. Continued enhancements were made to the design and function of the center's landing pages with an emphasis on the Research and Continuing and Professional Education programs.
- **Social Media.** Active and consistent utilization of social media channels has increased engagement, followers, and overall brand awareness. As of September 1, 2024, CNP has over 4,162 followers on social media (Facebook, Instagram, LinkedIn, and X (Twitter)), with 178,708 lifetime impressions. A total of 812 followers have shared our content on all four platforms and CNP's social media audience grew 35.7% from last year through increased use of LinkedIn, Instagram, and both LinkedIn and Meta Ads. CNP's total interactions on all four platforms increased by almost 200%, and total impressions from Instagram, Facebook, and LinkedIn increased by 400%.

## Priorities/Next Steps in Marketing

- **Research Marketing.** Utilize Faculty Fellows & CNP Faculty to increase research content by regularly contacting the CNP Faculty Fellows twice a year to remind them to share their research and other activities. Additionally, share any current or ongoing research activity through social media, CNP newsletter, ITBS postings, and website updates. A large portion of this initiative will be to finalize and distribute the Philanthropy Southwest Economic Development research reports and other projects that will involve ongoing research promotion and activities.
- **Continuing Education Marketing.** Continue understanding customer through surveys/Hubspot to make strategic marketing decisions that are more effective at targeting our customers. Will work with Instructional Designer to integrate the LMS with existing CNP Processes & software to enhance customer experience and access to data. Utilize multiprong approach to market Continuing Education offerings (LBS, webinars, certificates).
- **Nonprofit Management Marketing.** Sustain current student activity by offering nonprofit programming (Coffee & Community, student Lunch & Learns, etc.) and promoting Nonprofit Management Graduate Certificate & Nonprofit track students to engage nonprofit students. Will assist with promotion and coordination of student-led CNP activities and events. Will create 4 Alumni spotlights a year to highlight past Nonprofit Management students.
- **Formalize Marketing Policies and Strategies.** Formalize new event registration process by creating a policy for event promotion and creation with Director of Operations. Additionally, a formal marketing plan will be finalized and distributed to finalize marketing priorities and a distribution plan and budget.
- **Website, SEO, Analytics, and Social Media.** Continue and expand current website and Ad activity to continue to improve CNP website, specifically new Continuing Education landing pages and sustain use of Nonprofit News stories for CNP marketing. Streamline analytics to better understand where CNP audience is coming from to make more strategic marketing decisions. Lastly, continuing to expand CNP's audience and reach is a priority.



## NACC Headquarters Administration



The Center has continued to serve as the institutional host of the Nonprofit Academic Centers Council (NACC). This houses the office of the Executive Director, Bush School Alumna Nicole Collier. We also serve as financial headquarters and other administrative support.

- Over the past year, NACC’s programming has continued to grow. NACC’s international honor society, Nu Lambda Mu, welcomed its 123 new inductees.
- Hosted NACC’s annual member meeting in Orlando, Florida, where Dr. Will Brown officially completed his term as NACC’s president.
- Currently, NACC has 56 members in 28 states and 6 countries. All members of NACC share a commitment to nonprofit and philanthropic education. Membership for NACC continues to spread with two types of membership. General membership is open to all programs, departments, centers, etc. that offer degrees in nonprofit and philanthropic leadership. No center is required for membership, just a proven focus on at least two of the following areas: research, outreach, and education.
- NACC is also finalizing an updated version of the Curricular Guidelines, a free resource used by programs around the world to ensure quality nonprofit and philanthropic education.



NACC Board members and representatives from member organizations on a special tour of Montgomery, AL, at the last NACC Conference.



# Center Staff & Faculty, Percent Effort, & Responsibilities



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# Center Staff & Faculty, Percent Effort, and Responsibilities



## Center Staff

**Will Brown, Ph.D.**, *Director* (30% FTE), oversees center-related activities, and provides leadership for administration, research, and development.

**Kenny Taylor, Ph.D.**, *Director of Outreach and Professional Development* (30% FTE), directs Continuing Education activities and and fee-based professional development activities.

**Angela Seaworth, Ph.D.**, *Director of Philanthropic Initiatives and Capacity Building* (30% FTE), secures and executes capacity building contracts and philanthropic initiatives, and carries out special projects.

**Nicole Collier, MPSA**, *Director of Operations* (45% FTE), supports all center operations and programs, and Executive Director, Nonprofit Academic Centers Council (55% FTE).

**Alyssa Duany, MPSA**, *Marketing & Communications Coordinator* (100% FTE), leads center communications and marketing initiatives including social media, website, and print materials.

**Chris Hudak**, *Instructional Design Specialist* (100% FTE), supports the development of online learning materials.

## Affiliated Faculty

- **Frank B. Ashley III, Ed.D.**, Professor Emeritus
- **Terry Fernsler, Ph.D.**, Lecturer
- **Deborah Kerr, Ph.D.**, Professor Emeritus
- **Jenny Knowles Morrison, Ph.D.**, Lecturer
- **Charles Little, Ph.D.**, Lecturer
- **Ellie Heng Qu, Ph.D.**, Associate Professor
- **Robbie Waters Robichau, Ph.D.**, Associate Professor
- **Wynn Rosser, Ph.D.**, Lecturer



CNP Staff and Faculty end of year celebration at Pinspiration in May 2024!

## CNP Faculty Fellows (Not including CNP Directors)

In the spring, CNP invited and welcomed its first cohort of 15 Faculty Fellows representing 6 departments.

- **Frank B. Ashley III, Ed.D.**, Bush School | Public Service & Administration
- **So-Min Cheong, Ph.D.**, Bush School | Public Service & Administration
- **John T. Cooper Jr., Ph.D.**, Architecture
- **Kyle Gammenthaler, Ph.D.**, Business
- **Silva Hamie, Ph.D.**, Bush School | International Affairs
- **Deborah Kerr, Ph.D.**, Bush School | Public Service & Administration
- **Miner (Trey) Marchbanks III, Ph.D.**, Bush School | Public Service & Administration
- **Jonathan Meer, Ph.D.**, Economics
- **Michelle Annette Meyer, Ph.D.**, Architecture
- **Brian Nakamura, Ph.D.**, Bush School | Public Service & Administration
- **Ragan Petrie, Ph.D.**, Economics
- **Ellie Qu, Ph.D.**, Bush School | Public Service & Administration
- **Robbie Waters Robichau, Ph.D.**, Bush School | Public Service & Administration
- **Leslie E. Ruyle, Ph.D.**, Bush School | International Affairs
- **Patricia Thornton, Ph.D.**, Sociology

## CNP Advisory Board Members

- **Neil Bush**, Neil Bush Global Advisers
- **Robert F. Ashcraft, Ph.D.**, Arizona State University | ASU Lodestar Center
- **Chris Bugbee**, Onestar Foundation
- **Doug French**, Stylecraft Builders
- **Roxanne Saldaña Jones**, United Ways of Texas
- **Wynn Rosser, Ph.D.**, T.L.L. Temple Foundation



Picture of a statue of George H.W. Bush at the Bush School Presidential complex.



# Financials



Center for  
Nonprofits & Philanthropy  
THE BUSH SCHOOL





## Financials



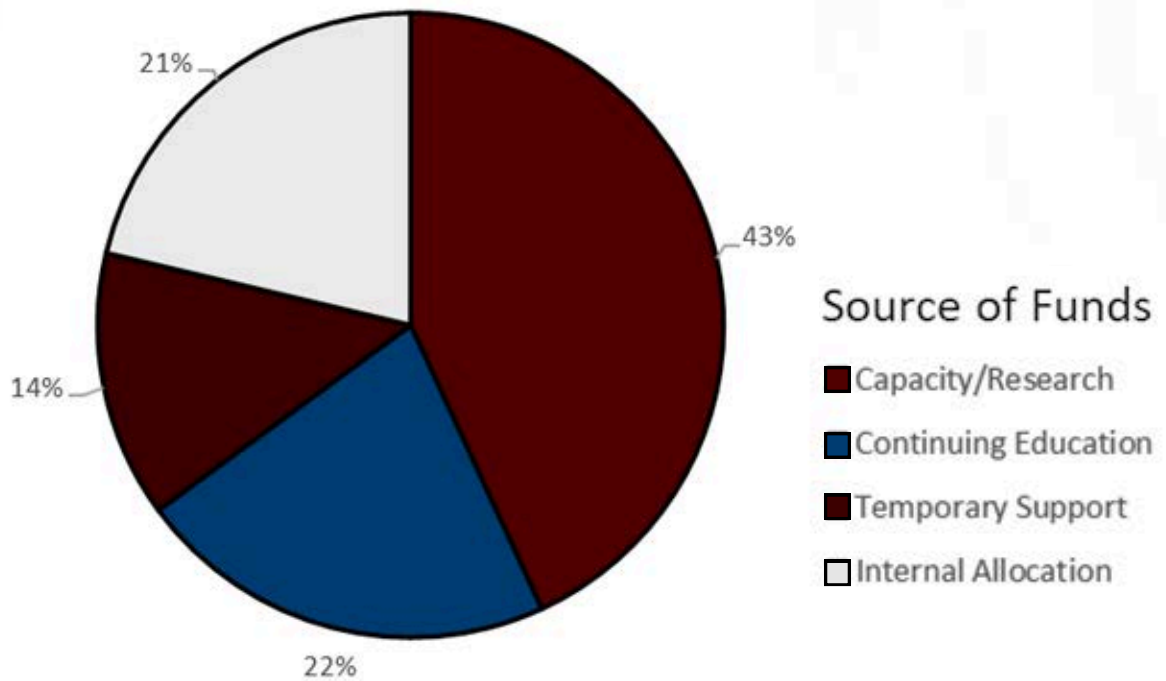
### Sources of Funds

REVENUE	FY 2022/23		FY 2023/24
	BUDGET	ACTUAL	BUDGET
Capacity/Research	\$ 90,000.00	\$ 75,952.00	\$ 90,000.00
Continuing Education	\$ 150,000.00	\$ <b>38,390.00</b>	\$ 139,000.00
Donated Revenue	\$ 25,000.00		\$ 25,000.00
Temporary Support	\$ 24,300.00	\$ 24,300.00	\$ 24,300.00
Internal Allocation	\$ 68,900.00	\$ 37,500.00	\$ 14,500.00
<b>Total</b>	<b>\$ 358,200.00</b>	<b>\$ 176,142.00</b>	<b>\$ 292,800.00</b>
<b>EXPENSES</b>			
Personnel	\$ 322,476.62	\$ 266,225.94	\$ 322,477.00
Program	\$ 116,000.00	\$ 136,079.30	\$ 116,000.00
<b>Total</b>	<b>\$ 438,476.62</b>	<b>\$ 402,305.24</b>	<b>\$ 438,477.00</b>

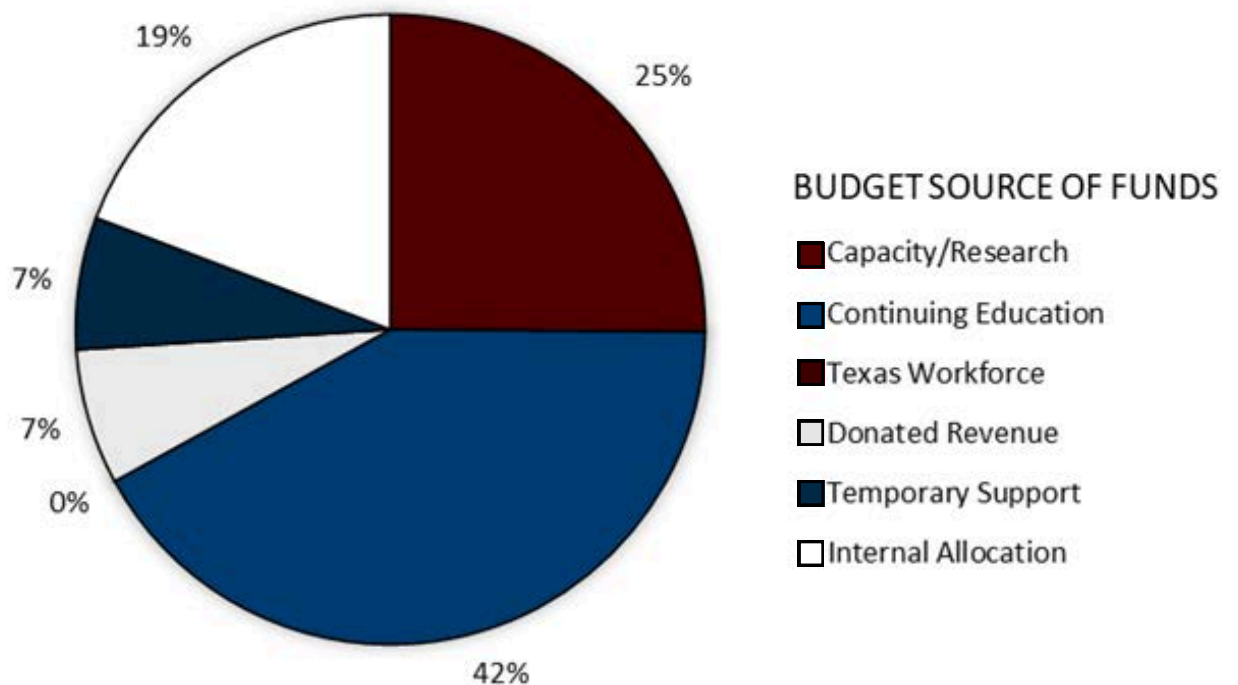
Source of CNP funds with revenue and expenses-comparison of FY 2022 to FY 2023.



## Sources of Funds



## Budget Source of Funds





## Expenses

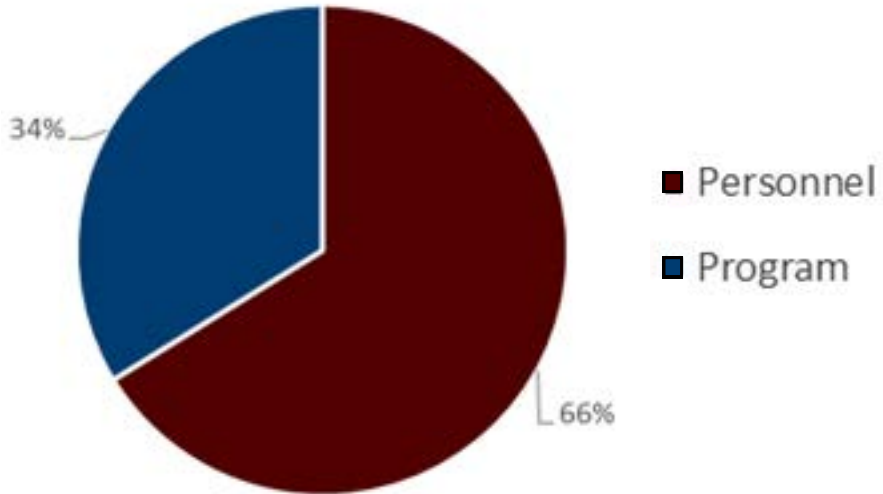
	2022/23 Actual	2023/24 Budget
Personnel	\$ 266,226	\$ 322,477
Program	\$ 136,079	\$ 116,000
<b>Total</b>	<b>\$ 402,305</b>	<b>\$ 438,477</b>

CNP Personnel and Program Expenses-comparison of FY 2022 and FY 2023.

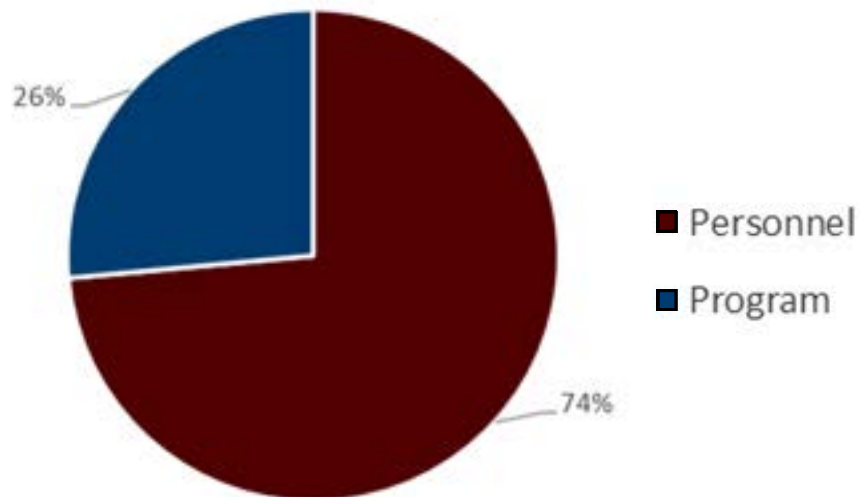


## Expenses

### 2022/2023 EXPENSES



### BUDGET EXPENSES 2023/2024





**Center for  
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*CNP supports a vibrant nonprofit and philanthropic sector in Texas and beyond,  
through high quality research, professional outreach and engaged learning.*

## Stay In Touch!

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[@CNPatBushSchool](https://www.instagram.com/CNPatBushSchool)



**Preparing Leaders**



**Strengthening  
Organizations & Systems**



**Improving Understanding  
& Scholarship**