

HBI

HELEN BADER INSTITUTE FOR  
NONPROFIT MANAGEMENT  
at the University of Wisconsin-Milwaukee



EDUCATION. RESEARCH. COMMUNITY.

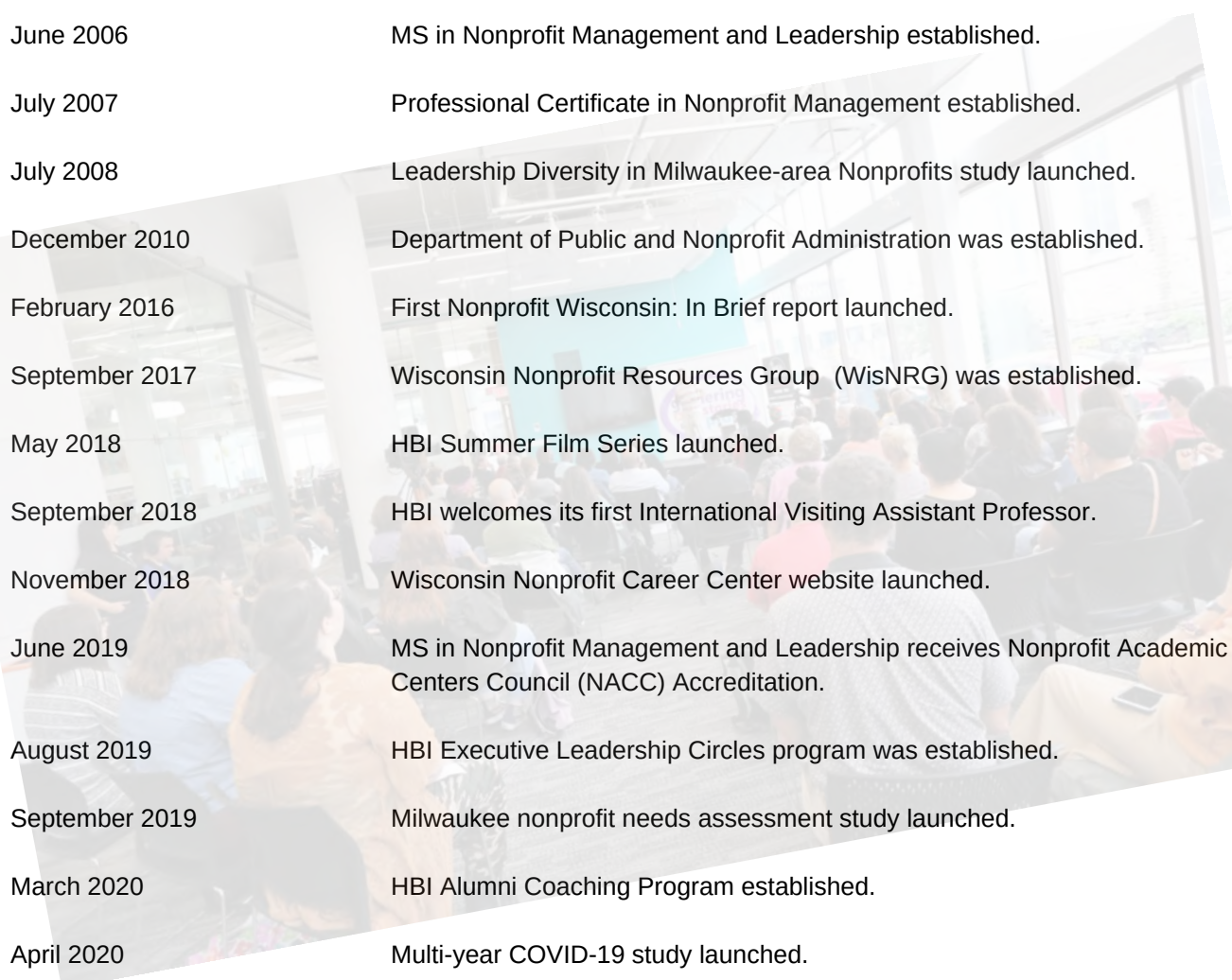
# IMPACT

2021-2022

*20 years of supporting the nonprofit community of Wisconsin*



# HBI Timeline




July 2001	Helen Bader Institute for Nonprofit Management was established.
August 2003	Graduate Certificate in Nonprofit Management established.
June 2006	MS in Nonprofit Management and Leadership established.
July 2007	Professional Certificate in Nonprofit Management established.
July 2008	Leadership Diversity in Milwaukee-area Nonprofits study launched.
December 2010	Department of Public and Nonprofit Administration was established.
February 2016	First Nonprofit Wisconsin: In Brief report launched.
September 2017	Wisconsin Nonprofit Resources Group (WisNRG) was established.
May 2018	HBI Summer Film Series launched.
September 2018	HBI welcomes its first International Visiting Assistant Professor.
November 2018	Wisconsin Nonprofit Career Center website launched.
June 2019	MS in Nonprofit Management and Leadership receives Nonprofit Academic Centers Council (NACC) Accreditation.
August 2019	HBI Executive Leadership Circles program was established.
September 2019	Milwaukee nonprofit needs assessment study launched.
March 2020	HBI Alumni Coaching Program established.
April 2020	Multi-year COVID-19 study launched.
June 2020	Civic Health in Wisconsin report published.
August 2020	HBI becomes a Candid Training Partner.
January 2021	Nonprofit Skills Academy established.
May 2021	Nonprofit Lift website launched.
September 2021	First Wisconsin Nonprofit Compensation & Benefits Report published.
September 2022	Nonprofit Management micro-credentials established.

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The 2021-22 academic year was like no other we have ever experienced. There were many challenges, concerns, stressors, and heavy hearts, but our faculty, staff, and volunteers rose to the occasion, and there is much to appreciate and celebrate.

Our faculty pivoted to online, synchronous learning in a brief timeframe. Our staff remained on-site to support the students, faculty, and volunteers who are crucial to our mission at the Helen Bader Institute (HBI) for Nonprofit Management here at the University of Wisconsin-Milwaukee (UWM). We hosted a series of colloquia, numerous non-credit courses, and several professional development workshops, all with the intent of continuing to serve the nonprofit community here in Southeastern Wisconsin and across the State. As the year progressed, we slowly began to bring our folks together in person through primarily social events that had the effect of bringing smiles to many faces since many of our students, faculty, and staff had never actually met in person.

We are rapidly expanding our learning community and preparing participants in this growing and inclusive community for the future of discovery, the future of problem-solving, and the future of work. We invite you to collaborate with us to extend academic excellence, expand our public purpose, and continue to build nonprofit capacity across Wisconsin.

I invite you to express gratitude to our faculty and staff who kept HBI open during a global pandemic and all the Leadership Council members and other volunteers who helped make this time more bearable. We are happy to highlight in this report a few of the accomplishments and collaborations that will forever mark 2021-22 a successful year for HBI. **Go Panthers!**

Sincerely,

Douglas Ihrke, Executive Director, HBI  
Chair and Professor, Department of Public and Nonprofit Administration  
University of Wisconsin - Milwaukee

# The Story So Far

It started with an idea. It gathered traction with an engaged university/community partnership. It grew with an unwavering commitment to be the very best. And it flourished with hard work and diligence.

Today, the Helen Bader Institute (HBI) for Nonprofit Management at the University of Wisconsin-Milwaukee (UWM) is proud to celebrate its 20th anniversary. Established in 2001, HBI's mission was clear from the beginning: to improve the leadership and effectiveness of nonprofit organizations through education, research, and community engagement.

Before the launch, many people were involved in identifying the gaps in support systems for the nonprofit sector. In 2000, UWM led a collaborative planning initiative exploring ways to expand the educational opportunities and services for nonprofit leaders in the Milwaukee area. Local philanthropic foundations sponsored a series of focus groups to better understand the interests and needs of the nonprofit sector. Then gathering together a diverse group of 40 people in early 2001, the “Big Bang” was a two-day immersive event that provided a focus and strategic direction.

The wheels were now set in motion, and HBI began to take shape. A Leadership Council was created as the governing body that included representatives from nonprofit organizations, area foundations, and the university. The educational curriculum was designed to increase the competency of nonprofit leaders and prepare new leaders. Research initiatives were established to promote a greater understanding of nonprofit issues and lead to more effective solutions. Community Discussion Forums were launched to host nationally recognized experts in the field. In the pursuit of excellence, HBI became a leader with the Nonprofit Academic Centers Council (NACC) and an active participant in the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA).

*“Achieving top-level ranking for our education programs in nonprofit management and leadership will be a marathon, not a sprint.”*

- John Palmer Smith, HBI Founding Director

In a few short years, HBI has grown into a thriving hub of nonprofit education, research, and community engagement. HBI is now recognized as one of the top ten certified nonprofit academic centers in the United States. Its Master of Science in Nonprofit Management is highly regarded throughout the state and the US. HBI continues to be responsive to its multiple stakeholders' diverse interests and needs and continuously evolving.

**HBI is a trailblazer. The first 20 years are only the beginning...**



# Education Programs

Over the years, HBI has developed many educational and professional development programs tailored to nonprofit professionals' career objectives and active lifestyles. They encompass rigorous graduate-level programs and a series of continuing education workshops leading to a professional certificate.

Participants in HBI's educational programs have been:

- Nonprofit professionals seeking to advance their careers
- Professionals preparing to transition into the nonprofit sector as part of a career change
- Graduate students seeking to add a nonprofit focus to their other graduate studies
- Recent college graduates just beginning their nonprofit careers.

## Graduate Education

### Master of Science in Nonprofit Management and Leadership

UWM's **Master of Science in Nonprofit Management and Leadership** addresses the full range of skills needed to serve nonprofit organizations effectively, including financial management, resource development, governance, organizational leadership, and program planning and accountability.

### Graduate Certificate in Nonprofit Management

UWM's **Graduate Certificate in Nonprofit Management** is the first graduate-level program to be provided by any college or university in the State of Wisconsin that has been specifically designed for the leaders and managers of nonprofit organizations.

### Graduate Badges in Nonprofit Management\*

The first offering of its kind in the UW System, HBI has developed a series of graduate-level, skills-focused course "clusters" demonstrating a specialization in various areas of nonprofit oversight. Additionally, MS in Nonprofit Management and Leadership students will be able to pursue these badges as specializations within their degree:

- Nonprofit Advocacy and Public Policy
- Nonprofit Finance
- Nonprofit Fundraising
- Nonprofit Human Resources
- Nonprofit Leadership
- Nonprofit Management
- Nonprofit Marketing

*\*Program to launch in Fall 2022.*

# Accolades

## Accreditation

UWM's **Master of Science in Nonprofit Management and Leadership** is one of only **12 similar programs worldwide** to receive accreditation from the **Nonprofit Academic Centers Council** (NACC).

The NACC Accreditation Process fosters third sector academic programs worldwide, including nonprofit and non-governmental organization (NGO) studies and management, social entrepreneurship, social-purpose organizations leadership, and philanthropy studies and management, all with curricula placing the civil sector at the center of their curricular perspective.

Accreditation signals that a university has a well-developed program that specifically addresses this distinctive sector.

*“...unambiguously meets 16 of the 16 major content subject areas through curriculum instruction...”*



UWM's Master of Science in Nonprofit Management & Leadership was recognized by [Intelligent.com](https://www.intelligent.com) as the **#4 Best MBA in Nonprofit Management Degree Program of 2022 nationwide**.

## Nonprofit Management Graduates



# Professional Development

## Professional Certificate in Nonprofit Management

The Professional Certificate in Nonprofit Management focuses on 14 key areas that successful nonprofit organizations depend on. With topics spanning revenue development, legal concepts, ethics and more, our courses offer something valuable for every nonprofit professional. These skills are essential for community leaders, program administrators, executive directors, board members and volunteers in nonprofit organizations.

## Nonprofit Skills Academy

HBI's Nonprofit Skills Academy provides learning opportunities designed to develop skills, practices, and behaviors to best prepare people working in the social sector for success. It furthers skills-building professional development opportunities, and provides additional capacity-building resources to nonprofit leaders throughout Wisconsin.

## Professional Badges

Designed to provide a strong foundation in all aspects of nonprofit management, badges focus on preparing nonprofit staff to understand the sector's evolving needs and meet day-to-day challenges within their organizations. Learning options focus on management principles and best practices across core disciplines of fundraising, board governance, marketing, management, and finance.

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## Scholarships

Since 2009, through the generosity of many community members, foundations, and corporations, the Helen Bader Institute for Nonprofit Management has provided **more than \$210,000** in scholarship funding to **more than 100 graduate students**.

John Palmer Smith Scholarship	\$40,571
Nonprofit Management and Leadership Scholarship	\$21,762
Nonprofit Management General Scholarship	\$132,400
United Way of Greater Milwaukee Scholarship	\$17,166



# Community Research Support

In addition to the numerous academic research projects conducted by HBI faculty and presented at conferences worldwide over the past 20 years, the Helen Bader Institute for Nonprofit Management has produced many Wisconsin and Milwaukee-specific studies and reports. These initiatives help nonprofit and public sector leaders better understand the local nonprofit sector's makeup, challenges, and triumphs. Additionally, they promote mutual learning and respect between academic scholars and the nonprofit community so that real-world problems can be understood and addressed in partnership.

## Research highlights

- The COVID-19 Effect on Wisconsin's Nonprofit Sector (2020-2022)
  - COVID-19 Report 1
  - COVID-19 Report 2
- Wisconsin Nonprofit Compensation & Benefits Survey (2022)
- Civic Health of Wisconsin: Connectedness in Context (2021)
- Understanding & Supporting Milwaukee Nonprofits (2020)
- Nonprofit Wisconsin: In Brief
  - Nonprofit Wisconsin: In Brief – Size and Scope (2015)
  - Nonprofit Wisconsin: In Brief – Size and Scope & Economic Impact (2019)
- Racial Diversity in the Staff Leadership of Milwaukee's Nonprofit Organizations (2011)
- Leadership Diversity in Milwaukee-Area Nonprofits: A Benchmark Study (2008)
- Arts and Culture in Southeastern Wisconsin: The Public Speaks (2005)
- Wisconsin Nonprofit Capacity Building Survey (2005)
- Leadership Change in Nonprofit Milwaukee: Making Transitions Work (2005)
- Inventory of Latino Organizations in Metro Milwaukee (2003)
- Social Entrepreneurship Study (2003)

# Academic Research

Over the past 20 years, HBI faculty have been very active in publishing research in outstanding academic journals. Below is a sample of some of the research carried out by our faculty, past and present, all of whom have raised the national profile of HBI and UWM because of their active research agendas. Over the years, the HBI faculty have included:

- Fredrik Andersson
- Erica Ceka
- Grace Chikoto
- Douglas Ihrke
- Dan Neely
- Laura Peracchio

HBI has also had several graduate students who have gone on to academic positions over the years who have been active publishers as well, and they include the following:

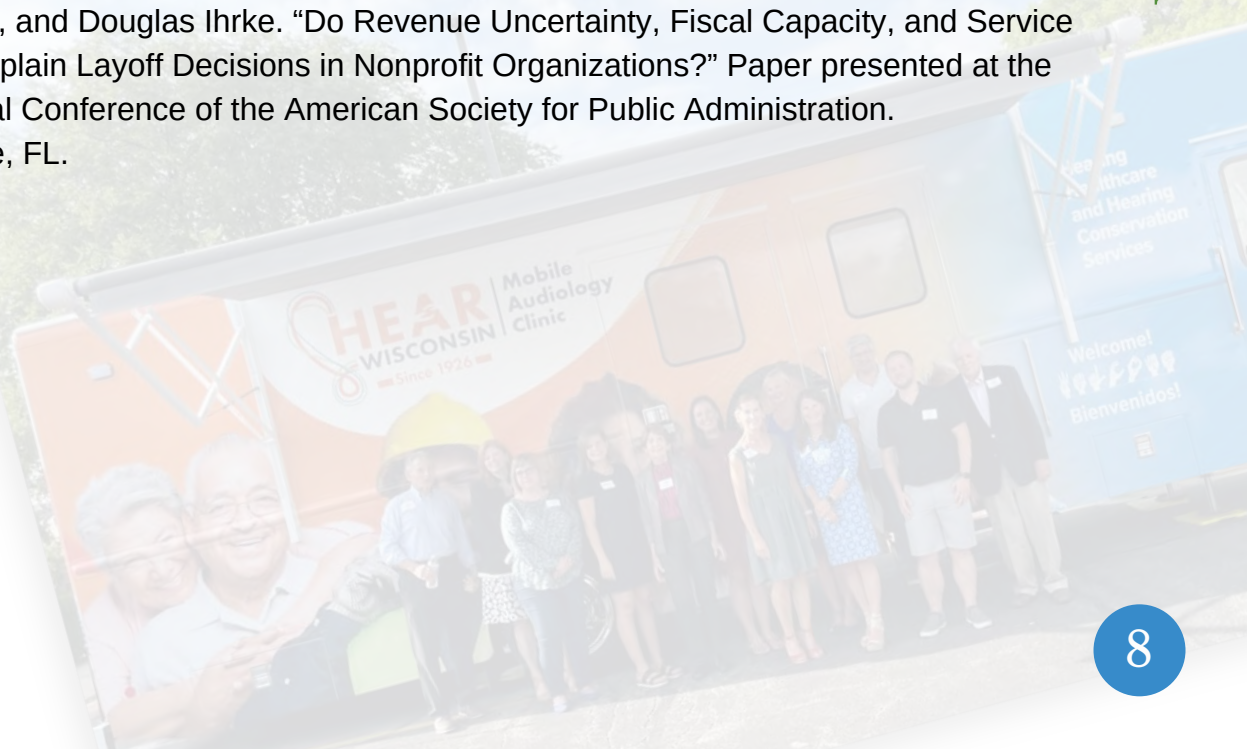
- Jennifer Fink – University of Wisconsin-Milwaukee
- Mike Ford – University of Wisconsin-Oshkosh
- Nathan Grasse – Carleton University (Ottawa, CA)
- Troy Washington – Marquette University

## Research Highlights

- Chikoto, Grace L., Abdul-Akeem Sadiq, and Erin Fordyce. "Disaster mitigation and preparedness: Comparison of nonprofit, public, and private organizations." *Nonprofit and Voluntary Sector Quarterly* 42.2 (2013): 391-410.
- Chikoto, Grace L., and Daniel Gordon Neely. "Building nonprofit financial capacity: The impact of revenue concentration and overhead costs." *Nonprofit and Voluntary Sector Quarterly* 43.3 (2014): 570-588.
- Grasse, Nathan, Trenton Davis, and Douglas Ihrke. "Understanding the compensation of nonprofit executive directors: Examining the influence of performance and organizational characteristics." *Nonprofit Management and Leadership* 24.3 (2014): 377-398.
- Andersson, Fredrik O., and William Self. "The social-entrepreneurship advantage: An experimental study of social entrepreneurship and perceptions of nonprofit effectiveness." *Voluntas: international journal of voluntary and nonprofit organizations* 26.6 (2015): 2718-2732.

## Research Highlights (continued)

- Ford, Michael R., and Douglas M. Ihrke. "Comparing nonprofit charter and traditional public school board member perceptions of the public, conflict, and financial responsibility: Is there a difference, and does it matter?." *Public Management Review* 18.7 (2016): 972-992.
- Chikoto, Grace L., Qianhua Ling, and Daniel Gordon Neely. "The adoption and use of the Hirschman–Herfindahl Index in nonprofit research: Does revenue diversification measurement matter?." *Voluntas: International Journal of Voluntary and Nonprofit Organizations* 27.3 (2016): 1425-1447.
- Porumbescu, G. A., Lindeman, M. I., Ceka, E., & Cucciniello, M. (2017). Can transparency foster more understanding and compliant citizens?. *Public Administration Review*, 77(6), 840-850
- Svensson, Per G., Fredrik O. Andersson, and Lewis Faulk. "A quantitative assessment of organizational capacity and organizational life stages in sport for development and peace." *Journal of Sport Management* 32.3 (2018): 295-313.
- Bublitz, M. G., Hansen, J., Peracchio, L. A., & Tussler, S. (2019). Hunger and food well-being: Advancing research and practice. *Journal of Public Policy & Marketing*, 38(2), 136-153.
- Nardini, G., Bublitz, M. G., Butler, C., Croom-Raley, S., Escalas, J. E., Hansen, J., & Peracchio, L. A. (2022). EXPRESS: Scaling Social Impact: Marketing to Grow Nonprofit Solutions. *Journal of Public Policy & Marketing*, 07439156221087997.
- Ceka, Erica, and Douglas Ihrke. "Do Revenue Uncertainty, Fiscal Capacity, and Service Demand Explain Layoff Decisions in Nonprofit Organizations?" Paper presented at the 2022 Annual Conference of the American Society for Public Administration. Jacksonville, FL.



# Nonprofit Community Support

Over the past twenty years, the Helen Bader Institute for Nonprofit Management has worked to enhance organizational efficiency and effectiveness in nonprofits throughout Wisconsin through community-focused initiatives and organizational capacity-building projects. Our goal is to provide technical assistance and other management and leadership support and information services to local nonprofit leaders and increase public awareness of effective nonprofit management and leadership.

## Candid / Foundation Directory

In Fall 2020, HBI joined into a training partnership with Candid.org, home to GuideStar, the Foundation Center, and former GrantSpace (now Candid Learning). HBI is one of over 400 partners in Candid's Funding Information Network. This includes access to Foundation Directory, a searchable application that provides unsurpassed comprehensive and accurate information on U.S. Grantmakers and their grants. Nonprofit community members can use computer terminals located in UWM's Golda Meier Library and search for funders based on subject, geography, funder type, type of support, trustee names, and many other criteria.

## COVID-19 Support

In Spring 2020, at the outbreak of the COVID-19 pandemic, the Helen Bader Institute for Nonprofit Management, in collaboration with the Oklahoma Center for Nonprofits, developed a set of guidelines to aid in this endeavor. Drawn from federal and state health and labor sources, Moving Forward: Considerations for Nonprofit Re-engagement provides guidelines intended as recommendations for nonprofit organizations as they return to the workplace and re-engage with the communities they serve.

To understand the impact of the COVID-19 pandemic on Wisconsin nonprofits' ability to meet their community's needs, HBI, in partnership with the Institute for Nonprofit Management Studies at the University of Wisconsin – Whitewater (UWW) and our affiliate faculty throughout the UW System, issued a series of surveys to nonprofit leaders throughout 2020-2022.

These reports looked at the utilization and impact of emergency federal aid, the increase in demand for services, decreases in staffing, and overall needs of nonprofits on both regional and statewide levels.



# Nonprofit Resource Support

## Nonprofit Skills Academy

A newer initiative involves the development of learning opportunities designed to develop skills, practices, and behaviors which best prepare people working in the social sector for success. Additionally, our goal is to further skills-building professional development opportunities and additional capacity-building resources for the nonprofit workforce.

To this end, the HBI Nonprofit Skills Academy offers many fully-online courses with topics ranging from fundraising fundamentals to nonprofit accounting basics. Additional course offerings focused on board development, marketing fundamentals, and volunteer management are scheduled to be released in the coming year.

Projects	Details	Outcomes
Community Forum Series	Offers support to the top-level oversight of nonprofit organizations of various sizes and missions.	<ul style="list-style-type: none"> <li>• 24 community presentations provided</li> <li>• 1800 nonprofit leaders participated</li> </ul>
<u><a href="#">Wisconsin Nonprofit Career Center</a></u>	Wisconsin-specific nonprofit jobs board and employment resource.	<ul style="list-style-type: none"> <li>• 2177 job seekers served</li> <li>• 1394 employers served</li> </ul>
<u><a href="#">Foundation Directory</a></u>	Access to a searchable database providing comprehensive information on grantmakers and their grants.	<ul style="list-style-type: none"> <li>• 453 nonprofits served statewide to date</li> </ul>
<u><a href="#">Nonprofit Leadership Circles Program</a></u>	Provides peer-cohort learning and support to leaders of nonprofit organizations of various sizes and missions.	<ul style="list-style-type: none"> <li>• 4 Exec. Director Circles</li> <li>• 1 HR Director Circle</li> <li>• 85 participants to date</li> </ul>
Nonprofit Management Alumni Coaching	Free six-month professional coaching offered to recent MS in Nonprofit Management & Leadership graduates.	<ul style="list-style-type: none"> <li>• 11 pro-bono professional coaches</li> <li>• 23 alumni participants to date</li> </ul>



## Staff

Douglas Ihrke, Executive Director

Bryce Lord, Associate Director

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## HBI Leadership Council

The Leadership Council is the principal governing body for the Helen Bader Institute for Nonprofit Management.

### Executive Committee

Mary Beth Malm, Chair  
Community Volunteer

Maria Vento  
Vice President, Grants  
Bader Philanthropies

Dr. Johannes Britz, Provost  
UW-Milwaukee (ex-officio)

Dr. Douglas Ihrke, Executive Director, HBI  
Chair, Dept. of Public & Nonprofit Administration  
UW-Milwaukee (ex-officio)

Dr. Kaushal Chari, Dean  
Sheldon B. Lubar School of Business  
UW-Milwaukee

Scott McCallum, President  
The McCallum Group

Dr. Tina Frieberger, Dean  
Helen Bader School of Social Welfare  
UW-Milwaukee

Dr. Dan Neely, Associate Professor  
Sheldon B. Lubar School of Business  
UW-Milwaukee

Lisa Froemming, Community Volunteer

Jill Pelisek, Lawrence G. Regner Executive-in-Residence & Adjunct Professor  
Sheldon B. Lubar School of Business  
UW-Milwaukee

Dr. Scott Gronert, Dean  
College of Letters and Science  
UW-Milwaukee

Micky Sadoff, Co-Founder  
Milwaukee College Preparatory Schools

Luisa Herrera, Senior Director  
Product Innovation  
Northwestern Mutual Life Insurance (HBI Alumni)

Steve Zimmerman, Principal  
Spectrum Nonprofit Services

Andrew Holman, CPA, Principal  
RitzHolman, CPA

## Teaching Faculty

- Mesut Akdere, Ph.D., Associate Professor  
Administrative Leadership, School of Education
- Erica Ceka, PhD., Visting Assistant Professor  
Dept. of Public and Nonprofit Administration
- William Cleveland, Ph.D., Associate Lecturer  
Dept. of Public & Nonprofit Administration
- Sarah J. Freeman, Ph.D., Associate Professor  
Organizations & Strategic Mgmt, Lubar School of Business
- Andrew Holman, Senior Lecturer  
Dept. of Public & Nonprofit Administration
- Douglas M. Ihrke, PhD, Professor  
Dept. of Public & Nonprofit Administration
- Scott McCallum, Associate Lecturer  
Dept. of Public & Nonprofit Administration
- Daniel Neely, Ph.D., Associate Professor  
Accounting, Lubar School of Business
- Laura A. Peracchio, Ph.D., Professor  
Marketing, Lubar School of Business
- Belle Rose Ragins, Ph.D., Professor  
Organizations & Strategic Management  
Lubar School of Business
- Jerry Schulz, Associate Lecturer  
Dept. of Public & Nonprofit Administration
- Nancy Seidl Nelson, Associate Lecturer  
Dept. of Public & Nonprofit Administration
- Romila Singh, Ph.D., Associate Professor  
Organizations & Strategic Management  
Lubar School of Business

## HBI Faculty Fellows

As part of HBI's various research and educational initiatives, nonprofit researchers, community partners, and practitioners are eligible to become HBI Faculty Affiliates, provided the focus of their work and practice intersect with those of the Institute.

Current Helen Bader Institute Faculty Fellows can be found throughout Wisconsin, engaging in a variety of work focused on developing the nonprofit sector.

- Carol Brunt, Ph.D., Assistant Professor  
UW-Whitewater, Management
- Jennifer Fink, Ph.D., Assistant Professor  
UW-Milwaukee, Health Sciences
- Michael Ford, Ph.D., Associate Professor  
UW-Oshkosh, Public Administration
- Ruth Hansen, Ph.D., Assistant Professor  
UW-Whitewater, Management
- John Kovari, Ph.D., Associate Professor  
UW-La Crosse, Political Science, Public Administration
- Kerry Kuenzi, Ph.D., Assistant Professor  
UW-Green Bay, Public & Environmental Affairs
- Linnea Laestadius, Ph.D., Associate Professor  
UW-Milwaukee, Public Health
- Travis Nelson, Ph.D., Associate Professor  
UW-Platteville, Criminal Justice & Political Science
- Mark Sidel, Ph.D., Professor  
UW-Madison, Doyle-Bascom Professor of Law
- George Wang, Ph.D., Professor  
UW-Parkside, Sociology

# Alumni

## MS in Nonprofit Management & Leadership

Saad Akbar Khan  
 Sarah Altiman  
 Erik Anderson  
 Lisa Anderson  
 Renee Anderson  
 James Armour  
 Sarah Balch  
 Brian Balistreri  
 Chelsea Becker  
 Elizabeth Bethke  
 Andrea Breitenstein  
 Kenneth Buesing  
 Aimee Leigh Burmeister  
 Jonathan Burseth  
 Sarah Campbell  
 Jennifer Carlson  
 Vanesa Carmona  
 Kelly Colgan  
 Molly Collins  
 Christine D'Amato  
 Sarah Deering  
 Marina Dimitrijevic  
 Kyle Dlabay  
 Alyssa Doman  
 Dana Dossett  
 Marian Drew  
 Aria Duax  
 Ann Duffy  
 Erika Eykmans  
 Jessica Flagg  
 Erin Frederick  
 Lindsay Frost  
 Mary Fuller  
 Kelsey Fulmer  
 Kristen Gardner-Volle  
 Joel Geier  
 Heidi Gempeler  
 Angela Gilman  
 Jasmine Gonzalez  
 Jeffrey Gray  
 LaSeanza Griggs  
 Sarah Guerrero  
 Rebecca Hahn  
 Erica Halmstad  
 Jeffrey Hanlon

Kayla Hellal  
 Magdalisie Henderson  
 Erin Hennessy  
 Luisa Herrera  
 Jeanmarie Heyden  
 Megan Holbrook  
 Tracy Holmes  
 Julie Holubowicz  
 Leslie Horn  
 Christina Huth  
 Allison Iyescas  
 Kelly Jahnz  
 Melanie Johnson  
 Joellyn Jones  
 Kabiru Kafang  
 Allison Katula  
 Mark Knapp  
 Megan Kroes  
 Cherisse Le Jeune  
 In-Jee Lee  
 Anne Leplae  
 Amber Lindh  
 Bryce Lord  
 Andrea Luecke  
 Linda Lueder  
 Benjamin Martinez  
 Terrance Maxwell  
 Jennifer McCollum  
 Mara McGhee  
 Bryan Michaels  
 Detra Mitchell  
 Elizabeth Mitchell  
 Jayme Moker  
 Michael Moore  
 Cassandra Morales-Salcedo  
 Lori Morrison  
 Xeng Moua  
 Jennifer Mueller  
 Peter Murphy  
 Steven Mussenden  
 Ellen Mutter  
 Michele Nash  
 Erin Neary  
 Michelle Nelson  
 Julie Pahnke

Jason Parry  
 Steven Ramig  
 Elizabeth Rehorst  
 Anne Reifsnyder  
 Mark Rice  
 William Richards  
 Roosevelt Richardson  
 Jenna Riedi  
 Charles Rozewicz  
 Laura Rummler  
 Megan Rutkowski  
 Laura Sadowski  
 Nicole Santos  
 Christian Schaubel  
 Kendra Schielke  
 Annie Schmitz  
 Morgan Schumann  
 Jameelah Shareef  
 Jamie Sharifian  
 Crystal Sharlow-Schaefer  
 Megan Shepard  
 Justin Shoman  
 Kathryn Sier  
 Kelli Smyth  
 Jenna Spangler  
 Rosanne Stelpflug  
 Megan Stoelb  
 Kimberly Stuart  
 Laura Sumner Coon  
 Brooke Thompson  
 Sophia Torrijos Magee  
 Frederick Vogel  
 Meghan Vosberg  
 Kenya Warren  
 Brooke Weber  
 Kimberly Wesley  
 Jamie West  
 Toni White  
 Lolita Williams  
 Mee Yang  
 David Zimmerman  
 Stephanie Zito

# Alumni

## Graduate Certificate in Nonprofit Management

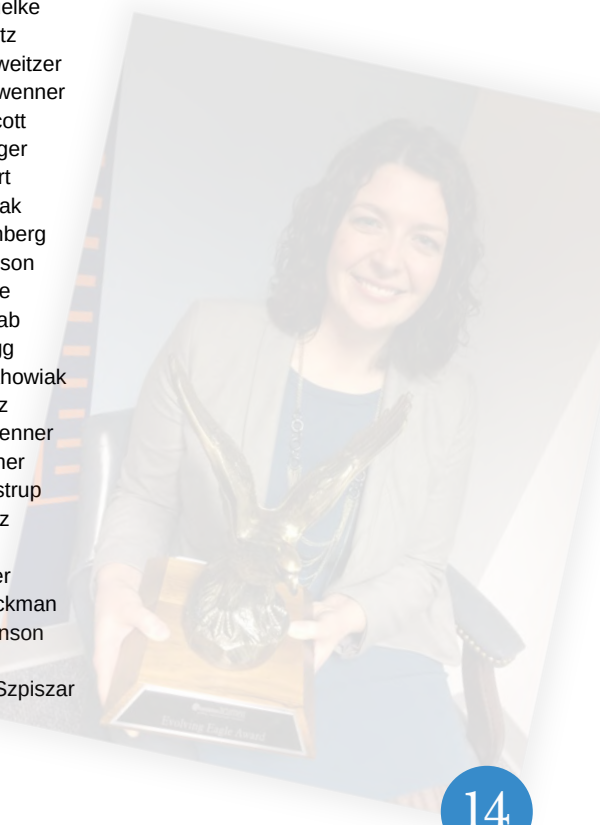
Addie Abushousheh  
Tina Anderson  
Madison Auten  
Maria Azarian  
Carl Bahneman  
Daniel Bahr  
Julie Baum  
Victoria Beck  
William Belke  
Britt Bellinger  
Kristina Bleeke  
Robyn Boettner  
Samantha Bomkamp  
Shannon Boone  
Susan Borchardt  
Suzanne Braden  
Allyson Brunner  
Sara Burns  
Rashidah Butler  
Rebecca Cabrera  
Kenneth Cammilleri  
Sara Chambers  
Zachary Chartrand  
Shawn Clausing  
Gwendolyn Cobin  
Patrice Colletti  
Linda Cotter  
Cristina Crogan  
Susan Cubar  
Sylvester Cutler  
Michelle Daavettila  
Madeline Day  
Emily Dell  
Donald Dempsey  
Kaelin Deprez  
Lauren Dewey  
Shannon Diener  
Paul Dohearty  
Shannon Dosemagen  
Shannon Dotson  
Katherine Drake-Hames  
Barbara Duffy  
Kayla Dunning  
Stephanie Emons  
Karen Esche-Eiff  
Nicole Fischer  
Amy Flanders  
Leah Fochs  
Stephanie Folk  
Christopher Ford  
Wendy Foster Norman  
Jessica Frank  
Scott Frohwirth  
Monika Ganguly-Kiefner  
Auriana Gilliland-Lloyd  
Benjamin Gramling  
Nathan Grasse

Michael Grochowski  
Jairo Guzman  
Ellen Harris  
Nikiya Harris  
John Harry  
Patrick Healy  
Joette Heckenbach  
Elizabeth Heimerl  
Dawn Herbert  
Melissa Herguth  
Morgan Hodge  
Mary Hoehne  
Demaryl Howard  
Ashley Hubbard  
Christina Jackson-Bailey  
Jessica Jacobs  
Karen Jansen  
Kelly Jeffrey  
Gale Johnson  
Rebecca Johnson  
Stephen Jonas  
Rachel Judd  
Britany Karger  
Elizabeth Katz  
Jasmine Kelly  
Ossie Kendrix  
Eugene Kennedy  
Dongso Kim  
Margaret King  
Sara Koehler  
Cassandra Krueger  
Richard Lartz  
Jennifer Lasik  
Elizabeth Lavelle  
Bryan Law  
Adam Lippert  
Audrey List  
Denise Loveridge  
Danielle Luer  
Kristi Luzar  
Susan Maiers  
Robin Malek  
Roy Marquez  
Patricia McManus  
Mark Mendelson  
Edward Miller  
Ljiljana Milojevic  
Elizabeth Moen  
Kimberly Murray  
Rosalie Nezien  
Courtney Nikolay  
Jodi Nolte  
Megan Nordwig  
Caitlin O'Brien  
Emily Outcalt  
Linda Palmer  
Justin Panawash-Bielinski

Jarad Parker  
Theresa Payton  
Anna Pepelnjak  
Sarah Peters  
Mia Phifer  
Michael Phillips  
Beverley Pickering-Reyna  
James Piechowski  
Jeb Platt  
Bethany Poprocky  
Jessica Potter  
Tara Pray  
Heather Price  
Michele Radi  
Caroline Ray  
Seth Raymond  
Brandon Reed  
Phyllis Richards  
Cassandra Richardson  
Dirk Rieber  
Madeline Riordan  
Diane Ripple  
Jacob Rogers  
Donna Rongholt-Migan  
Leonor Rosas  
Katherine Rose  
Anique Ruiz  
Jamie Sattler  
Shelly Schnupp  
Rachel Schrag  
Cody Schreck  
Juanita Schuelke  
Kerri Schwartz  
Carolyn Schweitzer  
Deanna Schwenner  
Anastacia Scott  
Nicholas Singer  
Shelley Smart  
Karyn Sobczak  
Kelly Sonnenberg  
Tasha Sorenson  
Leah St Marie  
Matthew Staab  
Melanie Stagg  
Kathleen Stahowiak  
Heather Statz  
Mark Steinbrenner  
Kathryn Steiner  
Teresa Stenstrup  
Jessica Stenz  
Joi Stepney  
Kristin Stieger  
Therese Stockman  
Andrew Swanson  
Erica Syed  
Jodi Kessel Szpisszar  
Terry Taylor

James Thull  
Andy Tigert  
Kiley Timler  
Sara Tolentino  
David Totsky  
Emily Towner  
Jennifer Vallier  
Jill Van Calster  
Melinda VerDuin  
Carl Vitense  
Andrea Walhovd  
Danielle Walker  
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# Acknowledgements

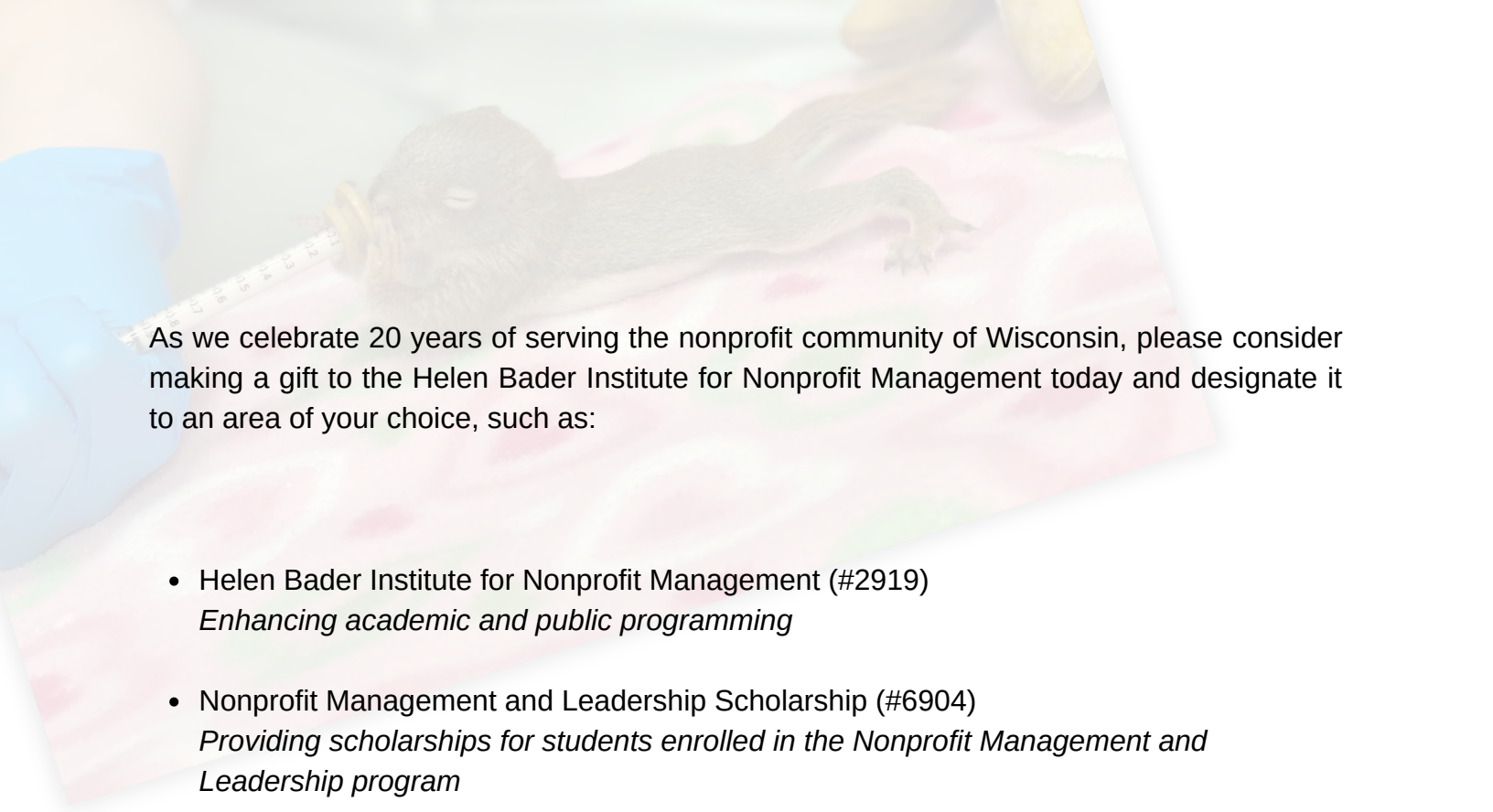
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