



Frameworks of Nonprofit Excellence Certificate Course Descriptions/Dates

Organizational Leadership 101: Systems Thinking For Leaders

Date: September 29, 2009

Time: 8:30 a.m. – 3:30 p.m.

Facilitator: Ruth McCambridge, Editor in Chief, *The Nonprofit Quarterly*, Boston, MA

Location: Alliance Office, 5100 Poplar Ave., Suite 502

Core Area: Organizational Leadership

Description: Did you know nonprofits have a life cycle? Researchers have found that a nonprofit's life stage has major implications for its finances, leadership, governance, administration, staffing, programs and services, and marketing systems. This workshop will help you understand the challenges and opportunities that typically face nonprofits at different stages of this cycle, and to understand where your organization is in its life. It will also provide a basic introduction to systems thinking. Learn to develop:

- Reflective practice for increased self-awareness of leadership capabilities and weaknesses
- “Marshalling” skills to bring diverse people and skills together to develop and meet shared objectives
- Critical thinking approaches to understand current realities, identify problems, and generate solutions
- Assessment capacity for sustaining and improving organizational performance
- Strategic approaches to building continuous learning and improvement
- Management styles that emphasizes ethical action, inclusion, and collaboration
- An exploratory approach to organizational development and change

Training Level: Basic

Participants: Nonprofit leaders

Objectives: Participants get a practical understanding of systems thinking principles, methods, and tools for nonprofit leadership.

Board Governance 101

Date: November 5, 2009

Time: 8:30 a.m. – 3:30 p.m.

Facilitator: Judith Millesen, Associate Professor, Ohio University and Consultant on Boards
Location: Alliance Office, 5100 Poplar Ave., Suite 502
Core Area: Board Governance
Description: Too often, board members feel their work is boring, unsatisfying and not related to organizational success. This workshop will teach the fundamentals of effective nonprofit governance. We will cover board design, recruitment, committee structure, orientation, consumer/constituent input, meeting alternatives, fundraising, and ethical issues.
Training Level: Basic
Participants: Executive Directors, Board members, those who would like to serve on nonprofit boards
Objectives: Participants will gain a better understanding of the role of the board and how to effectively engage it in the strategic vision of the organization.

Nonprofit Finance 101

Date: November 20, 2009
Time: 8:30 a.m. – 3:30 p.m.
Facilitator: Becky Harrell, CPA with KraftCPAs, Nashville, TN
Location: Alliance Office, 5100 Poplar Ave., Suite 502
Core Area: Finance
Description: A need-to-know introduction to nonprofit financial management. Get command of the essential financial systems and practices required of a healthy nonprofit, including:

- cash flow management
- internal controls
- bookkeeping
- generating and analyzing financial statements
- financial reporting

Training Level: Basic and Intermediate
Participants: New Chief Financial Officers and Executive Directors; other financial staff; program staff with financial management responsibilities
Objective: Participants will develop basic familiarity with the principles of nonprofit finance.

Planning & Evaluation 101

Date: January 12, 2010
Time: 8:30 a.m. – 3:30 p.m.
Facilitator: Karen Kitchens, Program Officer, Assisi Foundation of Memphis
Location: Alliance Office, 5100 Poplar Ave., Suite 502
Core Area: Planning and Evaluation

Description:	Program evaluation is necessary to fulfill funding requirements, but it's also at the heart of being a learning organization. Learn fundamental planning and evaluation tools that will equip you to better understand your program impact and needs by measuring and analyzing results. Find out how even simple data collection activities can help you set goals, make decisions, solve problems, and grow your programs effectively. After this workshop, you'll understand: <ul style="list-style-type: none">• The relationship between planning and evaluation• How to build a culture of research and evaluation• Basic evaluation theories and methods• How to develop an evaluation plan• How to integrate evaluation findings into ongoing activities• How to select and work with external evaluators• Methods for communicating evaluation results
Training level:	Basic
Participants:	Executive Directors, program leaders
Objective:	Participants will become familiar with basic concepts in program evaluation.

Fund Development 101

Date:	February 17, 2010
Time:	8:30 a.m. – 3:30 p.m.
Facilitator:	Kim Klein, Klein and Roth Consulting, Oakland, CA
Location:	Alliance Office, 5100 Poplar Ave., Suite 502
Core Area:	Fund Development
Description:	Raising funds to run a nonprofit can be a challenge, especially when the economy is in a recession. This workshop provides an overview of fund development, and the range of fundraising strategies and sources that you should consider as part of a healthy fundraising program. The session will cover earned income, the principles of fundraising, and the things to consider when approaching individuals, foundations and corporations for support. You will also learn the elements of a fundraising plan, and how to build a strong fundraising team.
Training Level:	Basic and Intermediate
Participants:	New Executive Directors, program staff with financial management responsibility, and development staff
Objective:	Participants will develop basic familiarity with the principles of nonprofit fund development.

Making the Message Work: Strategic Communications 101

Date:	March 11, 2010
Time:	8:30 a.m. – 3:30 p.m.
Facilitator:	Jennifer Leigh, Integrated Marketing Consultant, Providence, RI

Location: Alliance Office, 5100 Poplar Ave., Suite 502
Core Area: Strategic Communications
Description: Need basic training in nonprofit communications? This workshop will help you communicate more effectively with members, donors, and other constituents, even with a small marketing and communications budget. We'll cover communications planning, crafting messages, targeting audiences, and choosing tools and technology, whether it's for fundraising, outreach, publicity, marketing, or advocacy.
Training Level: Basic
Participants: Marketing and communications staff
Objectives: Participants will learn the fundamentals of nonprofit communications.

Human Resources 101

Date: April 7, 2010
Time: 8:30 a.m. – 3:30 p.m.
Facilitator: Tiffany Chisnall, Director of Employee Services and Development for the Memphis Area Teacher's Credit Union
Location: Alliance Office, 5100 Poplar Ave., Suite 502
Core Area: Fund Development
Description: Most nonprofits don't have formal departments and staff for managing Human Resources (HR) functions. So what do all nonprofit leaders need to know about managing their most important asset? This course provides an overview of the major administrative, legal, and cultural aspects of HR, including:

- HR administration
- Policies and procedures
- Recruitment and retention
- Employee management and supervision
- Leadership and mentorship
- Staff training and professional development
- Compensation and benefits
- Employment laws and regulations
- Volunteer management

Training level: Basic
Participants: Executive Directors, nonprofit HR staff, program managers with supervisory responsibility, and volunteer managers
Objective: Participants will gain a broad knowledge of HR systems, functions, and issues in nonprofit organizations.

Ethical Leadership

Date: May 14, 2010
Time: 8:30 a.m. – 12:00 p.m.

Facilitator: Scott Lawyer, Director MBA, Associate Professor Accounting/Business Law/Finance/MIS/Statistics at Christian Brothers University

Location: Alliance Office, 5100 Poplar Ave., Suite 502

Core Area: Organizational Leadership

Description: This workshop will examine ethical choices and behavior in the context of nonprofit leadership. Explore the common types of ethical considerations and challenges faced by nonprofit leaders, and how practical functions such as analysis, decision-making, response, and planning are influenced by ethical factors. This workshop will cover ethical reasoning models, core values assessment, emotional intelligence, and how ethical conduct can be integrated into all aspects of a nonprofit.

Training Level: Intermediate

Participants: All nonprofit leaders

Objectives: Participants will increase understanding of key ethical issues faced by nonprofit leaders and learn approaches to practice and model ethical leadership.

Advocacy & Public Policy

Date: **To Be Announced**

Time: 8:30 a.m. – 12:00 p.m.

Facilitator: Alliance for Justice, Washington, DC

Location: Alliance Office, 5100 Poplar Ave., Suite 502

Core Area: Other

Description: Advocacy is consistently named as the most important and least adequately practiced function of nonprofit organizations. This session will help nonprofits understand and get started in advocacy for public policy change on behalf of their constituents and issues. Participants will hone skills in building capacity for advocacy, setting policy goals, and developing messages. Topics will include lobbying laws, advocacy planning, lobbying, and the basics of the legislative process, as well as tools and strategies for capturing lawmakers' attention with written materials, media activity, in-person meetings, grassroots organizing, and special events.

Training Level: Basic

Participants: Executive Directors, program staff, Board members

Objectives: Participants will acquire a basic knowledge of advocacy principles, processes, and skills.

For more information or to register, visit <http://npexcellence.org/certificate.php>