

Nonprofit Management Certificate Course



COURSE ASSIGNMENTS AND DESCRIPTIONS Spring 2007

The purpose of this certificate program is to build and strengthen your abilities as leaders and managers of nonprofit organizations. To accomplish this, we include a number of different learning experiences. In addition to exposing you to exceptional professionals in the field (as session leaders, panel participants, speakers, etc) and providing you with a rich and interactive in-class experience, we point you to current books and articles and ask that you read appropriate materials prior to each class session.

The best learning tool — by far — however, is the “planning project” that you carry out for a specific nonprofit organization. Whether this is focused on *new strategic initiatives* or *expanding existing capacity* or *strengthening current practices and systems*, each of you will produce a plan that improves your organization’s ability to meet its mission. Some people would call this “strategic planning”; others might use “operational or annual planning.” Regardless of the language that you might use, it is a plan for *heightened mission achievement*.

You will be creating parts of this plan throughout our time together. Information will be submitted by you and will be returned to you with our comments and feedback. You might be asked to revise your materials in light of our comments. This give and take of information will culminate in a presentation of some part of your plan to the whole group on May 24th. More information on this presentation will be shared later in the course.

Course Website

All information from the course — assignments, power point presentations, handouts, etc — is available via the certificate course website. If you have any trouble accessing the website please, please let Melissa (mwatson@udel.edu) or Nova (novaj@udel.edu) know.

Planning Worksheets

We will be asking you to complete numbered worksheets related to each part of the planning process. These are available on the course website so that you create and revise them more easily.

The early part of the process is focused on your organization in general — its mission, vision, values and stakeholders (Worksheets #9-11, 14-16); strengths, weaknesses, opportunities and threats (Worksheets #17-20); and on your readiness to do strategic planning (Worksheets #1-5).

You will then identify **5 Priority Issues** (Worksheet #23) on which you want to focus. These may be strategic or operational (we'll explain the difference), but must be appropriate to your own organization! We'll help you identify these issues.

For each of the 5 Priority Issues you select on Worksheet 23, pending feedback, you will complete Worksheets #24-26 and #36. These will be submitted on a rolling basis according to when the topic is covered in class. For example, if you select volunteer recruitment and retention as one of your 5 issues, you would complete Worksheets #24-26 *after* April 19th. You can begin to submit Worksheets #24-26 on April 12th for topics covered prior to April 12th. No worksheets #24-26 should be submitted before April 12th.

Once Worksheets #24-26 have been returned to you with our comments and suggestions, you would then complete **Worksheet #36** (using the issues listed on Worksheet #23). Worksheet #36 is the final worksheet to be completed. **All of the worksheets with suggested revisions and changes are re-submitted on May 24th.**

Organizational Assessment

In addition to these worksheets (which are submitted intermittently), we ask that you complete a brief "topical" assessment of your organization by February 8th. We'll be using an assessment form created for SVP (Social Venture Partnership) and it can be found on the certificate course website. **We'll be discussing these in class on February 8th, and they will impact your larger planning assignment. Please bring 3 copies of your completed assessment to class on February 8th.**

Calendar of Assignments

February 1 st	Introduction <ul style="list-style-type: none">· SVP Assessment Discussion· Review Text and Worksheet Assignments
February 8 th	Organizational Planning and Assessment <ul style="list-style-type: none">· Herman text: chapters 4, 8, 11· Worksheets Due: #14-16· SVP Assessment Due (Bring 3 Copies to Class)· Review Planning Assignment
February 15 th	No Class – Inclement Weather
February 22 nd	Financial Oversight (all day) <ul style="list-style-type: none">· Herman text: chapter 19, 21· Worksheets Due: #9-11 and #17-20 (brief descriptions, columns 1-2 only)
March 1 st	Leadership in Nonprofit Organizations (all day) <ul style="list-style-type: none">· Herman text: chapters 7, 9· Worksheets Due: #1-5

- March 8th **Leadership in Nonprofit Organizations** (all day)
- March 15th **Organizational Assessment and Planning**
Board Governance (approximately 2:45 – 4:30)
- Herman text: chapter 6
- March 22nd **Employee Selection** (all day)
- Herman text: chapter 23
 - *Worksheet Due: #23 (for Priority Issues)*
- March 29th **Using Technology** (all day)
- Herman text: NA
- April 5th **Employment Law** (a.m.)
Performance Appraisals (p.m.)
- Herman text: chapter 24
- April 12th **Program Management and Decision Making** (all day)
- Herman text: chapters 15, 18
 - *Worksheet #24-26, begin due dates on a rolling basis*, for issues associated with Board Governance, Financial Oversight, Leadership, Technology, Employee Selection, Employment Law and Program Management and Decision Making.
- April 19th **Volunteer Management** (all day)
- Herman text: chapters 13, 22, 25
- April 26th **Advocacy** (all day)
- Herman text: chapter 10
- May 3rd **Fundraising** (all day)
- Herman text: chapter 17
- May 10th **Marketing** (all day)
- Herman text: chapter 12
- May 17th **Program Evaluation** (all day)
- Herman text: chapter 14, 16
- May 24th **Participant presentations** (a.m.)
- *All worksheets due, revised if necessary*
- Graduation & reception** (p.m.)

A calendar of due dates for issues related to specific topics will be developed for each participant group by Pam Leland or Karen Curtis.