



Leadership Institute 2021-2022

The Nonprofit Leadership Initiative (NPLI) provides Fox Valley nonprofits with opportunities for leadership development and learning to better achieve their missions.

The Leadership Institute is one of the NPLI programs offered in collaboration with the Fox Valley Technical College. It is a local, interactive, nonprofit management certificate program for executive directors or other senior staff leaders. The program consists of ten modules, each focused on a specific topic important to the work of an executive director.

Note-Virtual:

Due to COVID-19 we plan to provide this training via Zoom in 2021. We pivoted to Zoom beginning in May of 2020 for our current cohort as our new virtual venue and have continued to provide excellent training and support to our leaders in the program.

Our leaders confirmed that the content knowledge provided was critical now more than ever so we will again provide this training virtually through 2021 and offer a hybrid for 2022 modules.

Blending it all together

A Fox Valley Technical College adjunct professor acts as the Leadership Institute Coordinator and attends each session to help weave content between subject matter and guide participants in their learning process.

Additional training sessions beyond the modules are offered for Institute graduates and current participants throughout the year to continue the learnings and dive deeper into specific needs of the organization. It's like having a personal coach and executive leadership cohort at your service.

Tuition and Requirements

- Have stable leadership in place and key leaders who are committed to implementing and/or improving the organization
- Complete the application form by January 29, 2021.
- With the generous underwriting from various funders, qualifying organizations pay the subsidized rate of \$1,500 (unsubsidized rate is \$4,800).



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1) May 20 & 21, 2021 - Getting Started

Orientation & Personal Leadership

Hone and grow your leadership skills. Leadership profiles will be completed as part of a pre-module assignment. The profile will be assessed on day one with the instructor and small group activities. This module will focus on effective approaches to leading a team of people to accomplish shared goals and discover creative ways to achieve positive outcomes.

Kristy Hesse, Chief Human Resources Officer, Community First Credit Union, in collaboration with Nancy Heykes, MBA, JD, Leadership Institute Coordinator & OnPoint Consulting, will lead this module to help participants grow the following competencies:

- building high-trust relationships and managing conflict effectively
- understanding leadership principles and how to apply to lead employees/volunteers
- using tools to evaluate risk and opportunities
- developing a process for leading change

2) June 24 & 25, 2021 - Aligning Leadership

Board & Organizational Leadership

Explore reasons why boards exist, and examine the roles, responsibilities and relationship to staff. Gain tools for enhancing board effectiveness including recruitment and development, board engagement, board structure, meeting management, and board self-assessment.

Mary Stelletello, Principal, Vista Global Coaching & Consulting, will lead this module covering:

- 10 responsibilities of a board and 10 responsibilities of a non-profit CEO
- how to lead the board through self-assessment and prioritize needs
- negotiating your role as CEO with your board based on the life cycle of the organization
- best practices and tools for effective recruitment and retention of board members
- how to effectively connect the board to the mission



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3) July 15 & 16, 2021 - It's Not About the Money, Except When It Is

Finances & Financial Management

Analyze the principles of financial management for nonprofits. Learn to apply the fundamentals of accounting, cash flow analysis, expenditure control, and audits. Study budgeting and planning, tax issues, and internal/external reporting requirements for solid fiscal management.

Steve Zimmerman, Principal, Spectrum Nonprofit Services, will lead this module covering:

- revenue-based budgeting
- identifying financial vulnerabilities in your organization
- how to assess the short and long-term financial health of the organization
- using the budget as a tool to make data driven decisions
- visual mapping of programs to support decisions on growth and sustainability

4) September 16 & 17, 2021 - Resourcing the Mission

Development/Fundraising

Learn the basic types of revenue available to nonprofits, and how to connect fundraising to your organization's mission. Zero in on principles of ethical fundraising, learn to manage the philanthropic process, and develop plans that will enhance the effectiveness of staff and volunteers.

Courtney Weiland, CFRE, Vice-President, Philanthropy, ThedaCare Family of Foundations, will lead this module covering:

- the structure of an effective development team, whatever the size of your organization
- how to set fundraising goals and accountability practices
- creating the annual development plan and enlisting support
- how to develop a compelling case for support to engage volunteers, staff and donors

5) October 14 & 15, 2021 - How & Why Do You Do What You Do

Operational Excellence: Process Improvement

Design programs that achieve your organization's mission. Develop plans based on process thinking. Be proactive in identifying, analyzing and improving upon existing business processes within your organization to optimize your impact.



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Jason Schulist, President of the Generative Local Community Institute (GLCI), leads this module covering:

- develop a skill of scientific thinking to apply within your organization
- practice with the four steps of the KATA Process Improvement approach through a simulation
- understand capability models for operationally excellent organizations when working with staff that are stuck in the same old process

6) November 11 & 12, 2021 - People Stewardship

Human Resources

Discuss critical human resource management issues for both employees and volunteers. Increase your awareness of best practices in performance management systems, personnel policies, and job designs.

Tricia Perkins, Senior Strategic HR Advisor, Lake Effect HR & Law LLC, will lead this module covering:

- relevant aspects of human resources law
- talent acquisition steps and processes
- effective performance management systems (objective setting, coaching, disciplinary procedures) and relevant job descriptions
- potential employee 'total rewards' packages for retention and recruitment for small to medium sized nonprofits
- policies and procedures in a nonprofit environment

7) January 20 & 21, 2022 - Telling Your Story

Marketing/Communications

Explore a systematic framework for developing a comprehensive marketing and communication plan, whatever the size of your organization. Identify the most effective approaches to communication with your donors, volunteers, and the community.

Lisa Piikkila, Coalesce Marketing, leads this module. She will guide the participants through the following:

- brand identification to understand how to best promote your organization's mission
- creating compelling messages with clear calls to action for target audiences
- identifying best modes of communication for maximum results for fundraising
- roles and responsibilities for communication based on best practices



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7.5) February 10, 2022 - Project Simulation (8:00 a.m. – noon)

Small group project work will take place as participants present an issue they have identified in their own organization that they would like to review and improve. The simulation involves the participant presenting to classmates as a mock presentation to their board.

8) March 10 & 11, 2022 - Doing What's Required & Doing What's Right

Ethical/Legal Issues

Explore key moral issues of, and managerial approaches to, promoting ethical conduct in the organization. Learn how to promote proper conduct, how to manage ethically and how to handle potential problems in enforcing standards. Learn how to build a culture that prevents ethical and compliance problems.

Nancy Heykes, JD, Leadership Institute Coordinator, will lead this module covering:

- identifying situations in the organization vulnerable to ethical challenges,
- defining processes to resolve ethical issues related to stakeholders (clients, employees, volunteers, donors, board, community),
- tools to build a culture to prevent ethical and compliance problems and much more!

9) April 21 & 22, 2022 - Where Have You Been & Where Are You Going

Wrap Up: Day 1

The Leadership Institute program is designed to increase nonprofit leaders' effectiveness and skills in understanding and managing today's nonprofit organizations.

In this last session, Kristy Hesse, Chief Human Resources Officer, Community First Credit Union, in collaboration with Nancy Heykes, JD, Leadership Institute Coordinator & OnPoint Consulting, will help participants review the principles and practices of running an organization that measures success through service. Participants will review their personal leadership strengths and weaknesses and develop ways in which they will adapt to build a strong foundation for leadership based on what was learned in the Institute.

Graduation: Day 2

A short presentation will be required to reflect on an area of improvement or growth gained through the Institute modules. The Leadership Institute Coordinator will work with participants to develop the topics.

A graduation ceremony will take place on the last day with an invitation to all board members chairs, program funders, NPLI committee members and past graduates of the program.