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Timely, relevant knowledge and tools for today's nonprofit professional.

Certificate in Nonprofit Executive Leadership

Participant Resource Notebook

ASU Lodestar Center
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Agenda

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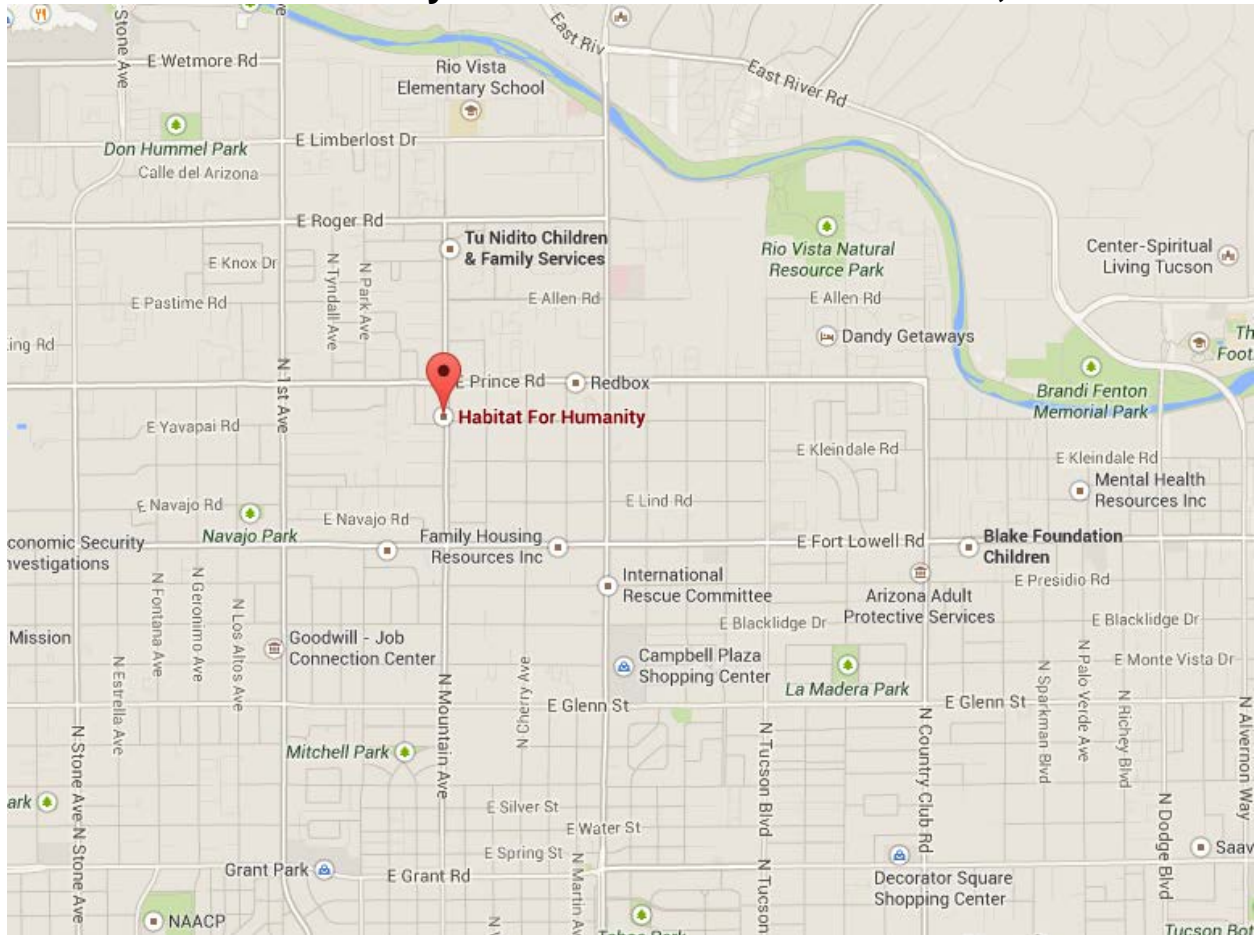for Philanthropy & Nonprofit Innovation
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Each course will have required reading for participants to complete before the face to face session of each course. Readings, videos, case studies, and course projects can be located on the ASU Blackboard under the course entitled "Certificate for Nonprofit Executive Leadership." For more information, please see the "Blackboard User Guide" tab in this resource notebook.

Course #	Course Title	Date	Location
NMI 205	Nonprofit Executive Leadership	Aug 8, 2014	Habitat For Humanity 3501 N. Mountain Ave. Tucson, AZ 85719
NMI 211	Strategic Governance and the CEO	Aug 29, 2014	Habitat For Humanity 3501 N. Mountain Ave. Tucson, AZ 85719
NMI 226	Capital Campaigns and Advanced Resource Development	Sep 19, 2014	Habitat For Humanity 3501 N. Mountain Ave. Tucson, AZ 85719
NMI 221	Social Entrepreneurship, Innovation, and New Business Models	Oct 10, 2014	Habitat For Humanity 3501 N. Mountain Ave. Tucson, AZ 85719
NMI 210	Legal Issues, Advocacy, and Public Policy	Oct 31, 2014	Habitat For Humanity 3501 N. Mountain Ave. Tucson, AZ 85719
NMI 203	Financial Management for Executives	Nov 21, 2014	Habitat For Humanity 3501 N. Mountain Ave. Tucson, AZ 85719

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NMI 205, 211, 226, 221, 210, 203
Habitat for Humanity 3501 N. Mountain Ave. Tucson, AZ 85719

Parking and Location Information:

Habitat for Humanity Tucson is located on Mountain Avenue one block south of Prince Road.

There are 51 parking places on our campus--three of which are designated for handicapped permit use. They are located on the north and west sides of the building designated by the dashed lines on the map near our logo. Additional parking is available on the side streets. However, please be mindful of our neighbors and park legally. Please do not block driveways, alleyways or sidewalks.

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Calendar

August 2014

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5	6	7	8 **NMI 205 Face to Face Session**	9
10	11	12	13	14	15	16
17	18 **NMI 205 Course Project Due**	19	20	21	22	23
24	25	26	27	28	29 **NMI 211 Face to Face Session**	30
31						

NMI 205 Resource Reading in Blackboard

NMI 211 Resource Reading in Blackboard

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September 2014

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8 **NMI 211 Course Project Due**	9	10	11	12	13
14	15	16	17	18	19	20 **NMI 226 Face to Face Session**
21	22	23	24	25	26	27
28	29 **NMI 226 Course Project Due**	30				

NMI 226 Resource Reading in Blackboard

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October 2014

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6	7	8	9	10 **NMI 221 Face to Face Session**	11
12	13	14	15	16	17	18
19	20 **NMI 221 Course Project Due**	21	22	23	24	25
26	27	28	29	30	31 **NMI 210 Face to Face Session**	

NMI 221 Resource Reading in Blackboard

NMI 210 Resource Reading in Blackboard

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November 2014

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18 **NMI 210 Course Project Due**	19	20	21	22
23 24		25	26	27	28 **NMI 203 Face to Face Session**	29
30						

NMI 203 Resource Reading in Blackboard

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December 2014

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2 **NMI 203 Course Project Due**	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

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Blackboard User Guide

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Login

After registering, visit http://ce.asu.edu and click the "LOG IN" button in the upper right corner of the screen.
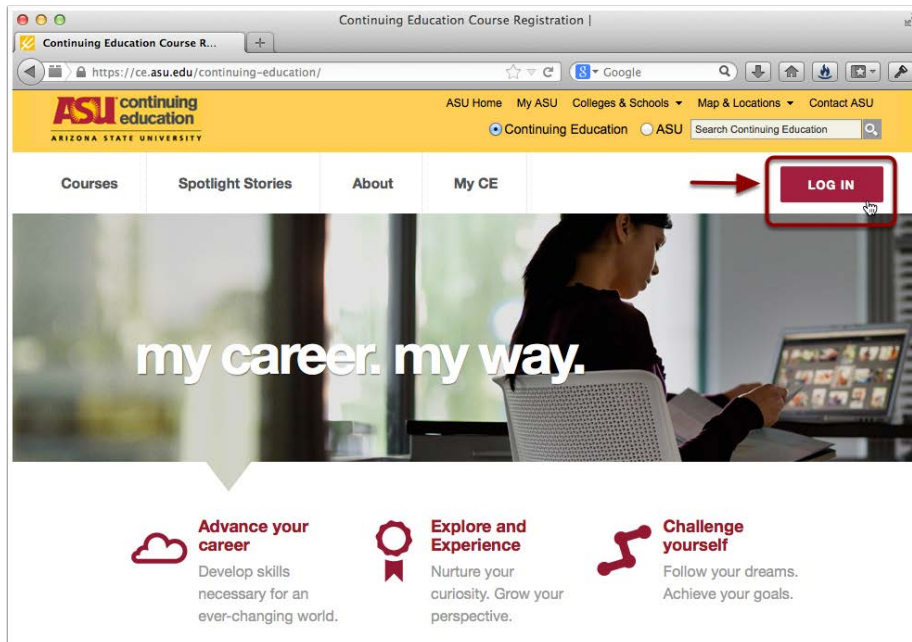
Sign In

Enter your account credentials and click the "SIGN IN" button. If you are an ASURITE user, click the "Sign in using ASURITE UserID" link and follow the sign in instructions.

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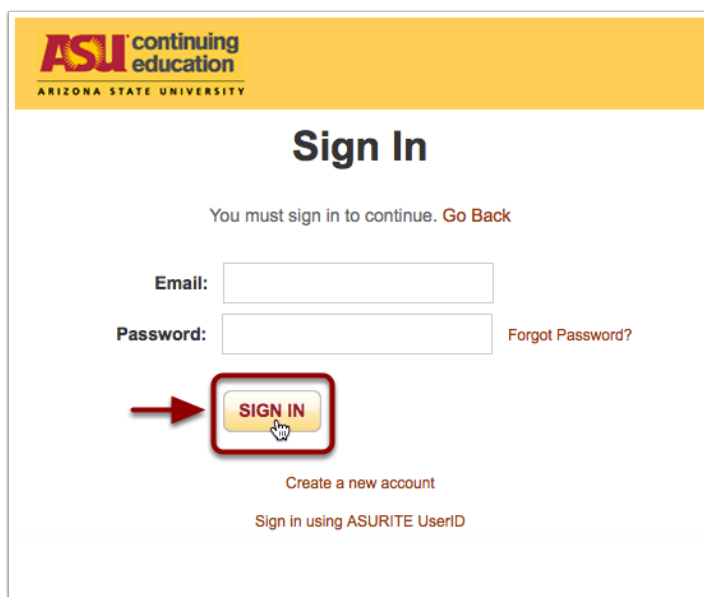
Go to the "My CE" page

Once logged in, click on the "My CE" tab in the top banner.
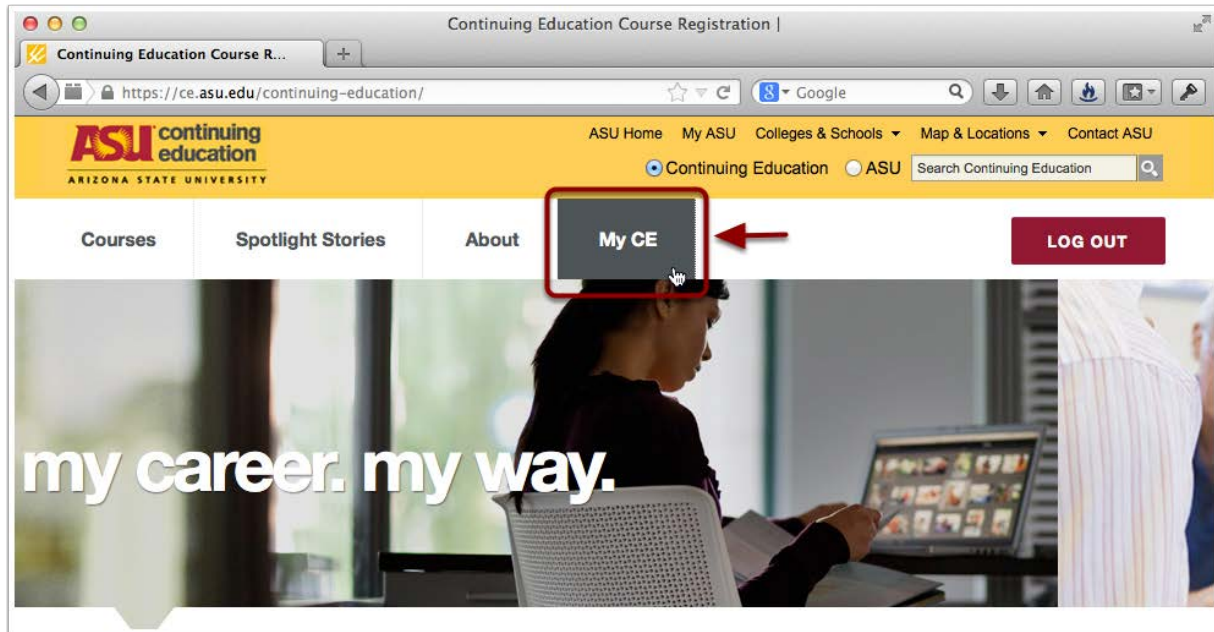
Click on the "Blackboard 1.0" Link

Courses that you have registered for will appear under the "COURSES I'M REGISTERED FOR" heading. If your course offers a Blackboard page, there will be a link under the Course Links heading. Click on the "Blackboard 1.0" link corresponding to the course that you wish to navigate to in CE Blackboard.

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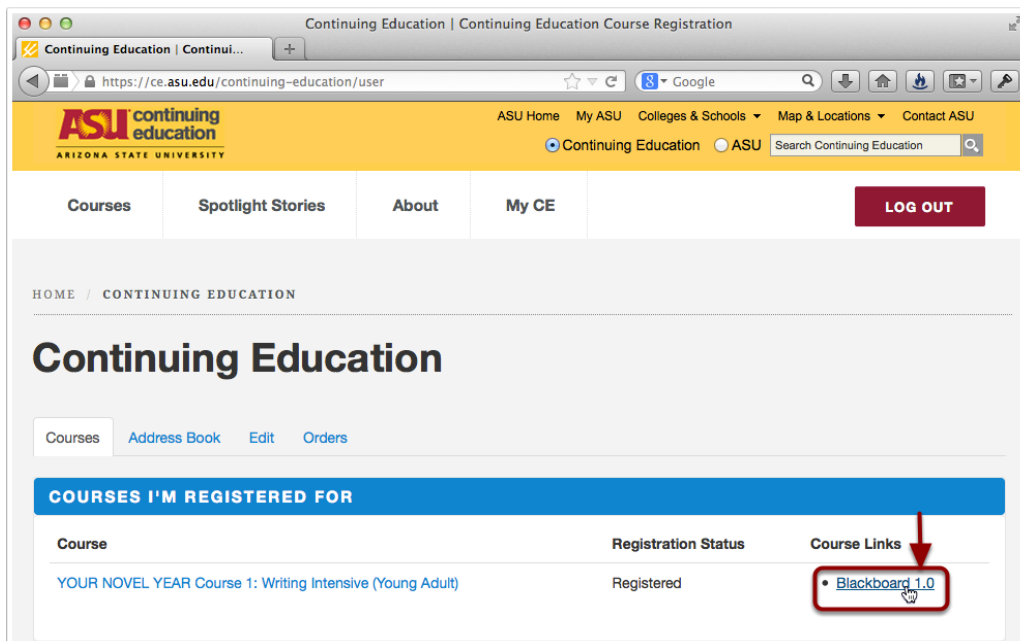
Course Features

On the left hand side of the screen, you will see a maroon bar of links. Each of the sections listed below can be found therein.

Announcements

The first section of the course homepage is Announcements. This is where your instructor will list announcements for this course. This will also be where your instructor will announce availability, tips, and possible updates to the Participant Guide.
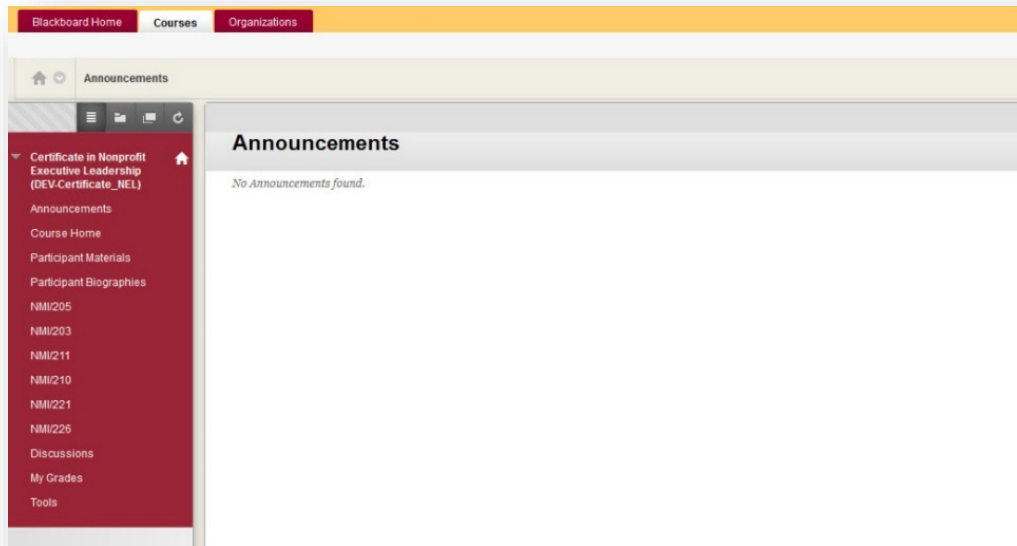
Participant Materials

The Participant Materials section contains five resources that you will need to complete this course: ASU Help Center, Plug-in Software, the Participant Orientation, and a digital copy of the Participant Resource Guide.
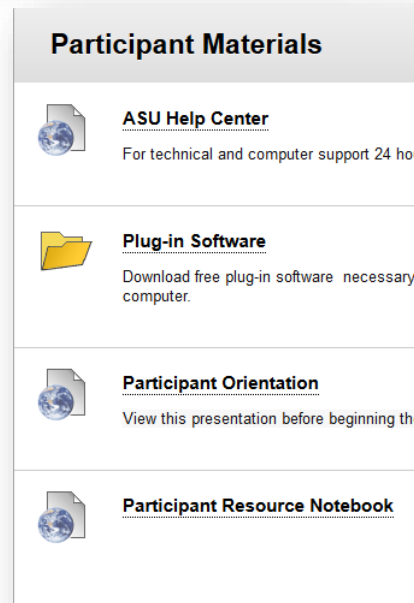
Technical issues may arise during your participation in this course. If this occurs, you can contact the ASU Help Center for technical and computer support 24 hours a day, 7 days a week. Just visit the ASU Help Center link in the Participant Materials section to gain access to live chats, frequently asked questions, to open a ticket, and contact the ASU Help Center directly. Or, you can find the Help Center directly at help.asu.edu.

In this course, you will need access to Firefox browser, Adobe Reader 8 or higher, and Adobe Flash Player. If you do not have this software already, you can download a free version by going to your Participant Materials and selecting the folder entitled "Plug-in Software." Here you will find links to download Adobe Reader, Adobe Flash Player, and MS Word 2007 Compatibility Pack.

Individual Courses

Each course is listed on the left hand side of the course home page.
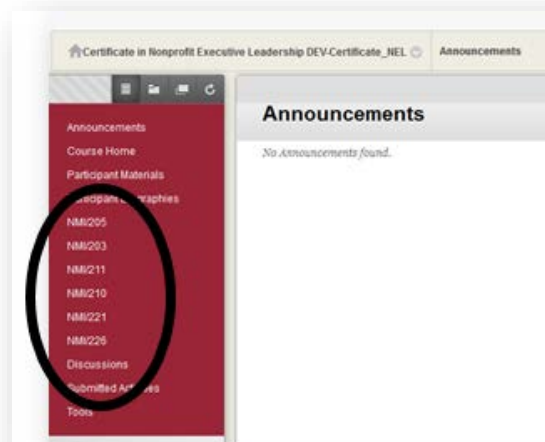
After selecting the course you would like to view, you will see three folders appear: Readings, Videos, and Course Project.

As a participant in the Nonprofit Executive Leadership Certificate, you will have access to all course readings and videos during the duration of this certificate. Access to these resources is not limited so that you can read, watch, and use them when your schedule permits.

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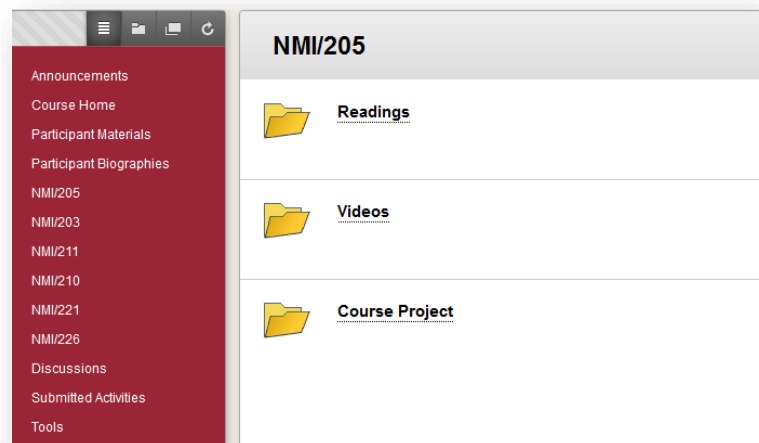
However, all readings and videos must be viewed before each course's face to face session. Each face to face session will review and discuss these recourses in detail.

After the face to face session, you will have approximately one week to complete the course project and submit it to your instructor via Blackboard.

For due date information, please see the "Calendar" section of the Participant Resource Guide.

Project Presentation

Before graduating from the Nonprofit Executive Leadership Certificate program, you will be required to select one course project to present to your organization's Board, CEO, or Executive Director. Details on this assignment can be found in the ASU Blackboard under the tab "Project Presentation." This presentation will be submitted through Blackboard.

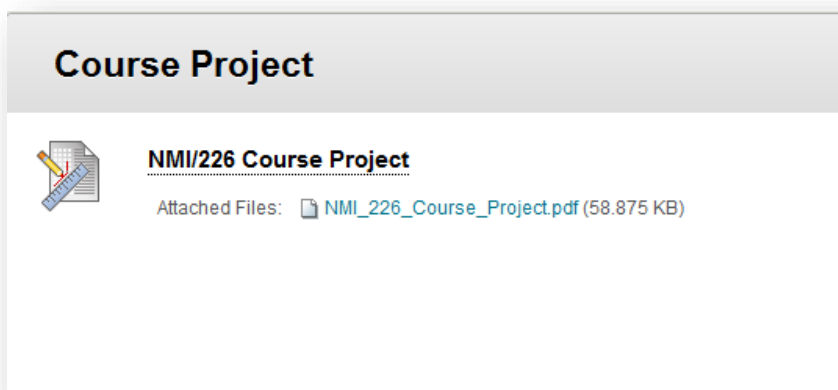**Certificate in Nonprofit Executive Leadership**
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Submitting Activities/Assignments

Under each session will be a list of the activities each participant will need to complete. You can submit assignments from the Assignments link in your course. In order to submit your assignment to your instructor, follow the instructions below or watch this **Video Tutorial**.

Step 1. Click on the folder for the course project.
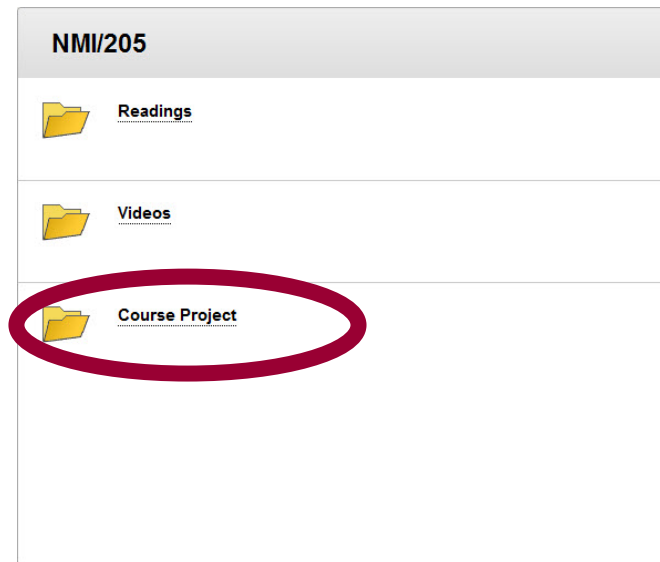
Step 2: After entering the course project folder, the link to your course project assignment will appear.

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Step 3. The first section gives details about the assignment.

Step 4. Depending on the assignment, type text into the **Submission** box and/or click the **Browse for Local File** to add a file from your computer (such as a word file).

Step 5. Add comments, if desired.

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Step 6. Click **Submit** to submit your assignment, or you can click **Save as Draft** to save your work without submitting (for example, if you started on an assignment and ran out of time and want to return to it later).
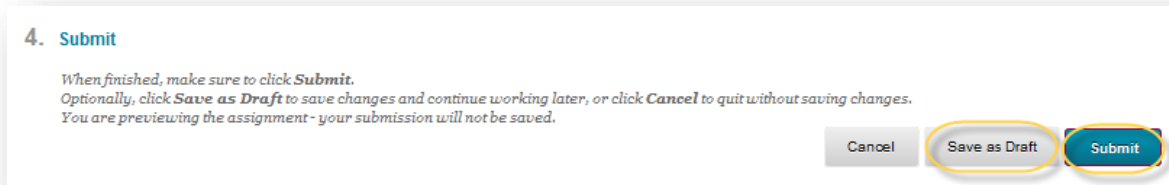
View Graded Activities/Assignments

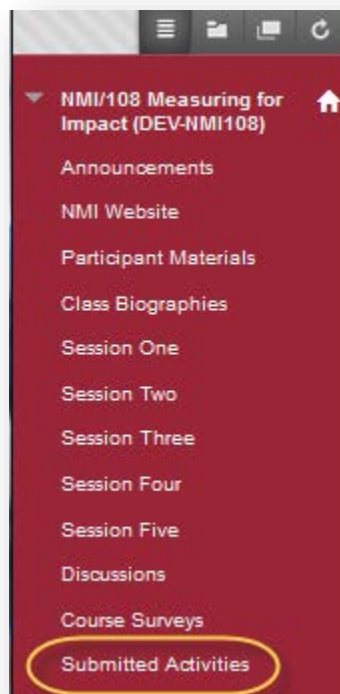Access the video "View a Submitted Assignment" by clicking on the link below. For your NMI course, intead of using the "My Grades" tab to locate your graded activities, you will click on the "Submitted Activities" tab. It is under this tab that your instructor will submit your activities with feedback.

http://www.asu.edu/courses/oasis/BBAssignments/StudentViewSubmitted/StudentViewSubmitted.html

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Instructors

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NMI/205- Michael McDonald

Prior to joining the Community Food Bank of Southern Arizona as its CEO in January 2014, Michael served as the CEO of Habitat for Humanity Tucson for nearly a decade. With a master's degree in international management from the Thunderbird School of Global Management, Michael also served in various leadership positions at several other regional nonprofits, as well as at a start-up global manufacturing company.

An active community volunteer, Michael continues to serve on a variety of nonprofit boards and government commissions, and teaches a master's level nonprofit management class at the University of Arizona.

NMI/211- Clyde Kunz
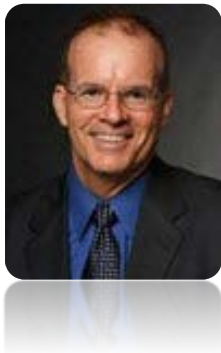
Clyde W. Kunz, CFRE is owner of Clyde Kunz and Associates, LLC, which since 2000 has provided organizational development and fundraising consultation services to nonprofit organizations. Clyde began his work in the nonprofit sector in 1987 after spending the first part of his career as a broker with an investment banking firm in California.

He has served as President of the Association of Fundraising Professionals, Southern Arizona Chapter; as Chair of LEAVE A LEGACY® Southern Arizona; and as President of the Planned Giving Roundtable of Southern Arizona.

In 2005 he was named "Outstanding Fund Raising Executive" by the Association of Fundraising Professionals Southern Arizona Chapter. He has lived and worked in both Tucson and Phoenix, and for a number of years has served on the Consultant roster of the Arizona Commission on the Arts, working with arts organizations throughout the state.

As a volunteer, Clyde currently serves on the national Board of the Episcopal Church Foundation, as a Trustee of the Women's Foundation of Southern Arizona, and on the Board of Tucson Chamber Artists.

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NMI/226- Randy Schilling

Randy Schilling, principal, Schilling Consulting, has a fund raising career spanning more than thirty years. He came to Arizona in 1984 to work for Thunderbird School of Global Management, where he was Associate Vice President for Development and started their World Business Advisory Council, a group of over 100 senior level business executives from around the world.

From 1995 to 2002 Randy served as Vice President for Development for the Scottsdale Cultural Council, where he led the fund raising efforts to build Scottsdale Museum of Contemporary Art, raising $9.6 million. For the last decade, Randy has been Audubon Arizona's Chief Development Officer, where he spearheaded the fund raising efforts to build the Nina Mason Pulliam Audubon Center, which raised $7.2 million. He also served as National Audubon's Senior Major Gifts Officer for the Intermountain-West from 2007 to 2011.

He is the co-founder of Arizona 5 Arts Circle, a fund raising non-profit dedicated to supporting the arts in the Phoenix area. Randy was named Association of Fund Raising Professional's Outstanding Fund Raising Executive in 2011.

Randy is currently the fund raising consultant for the Scottsdale Discovery Center project. He formerly was the consultant for Ballet Arizona's capital campaign to raise $12 million and has assisted several other non-profit organizations over the years.

NMI/221- Gayle Pincus

Author, Speaker & Advisor to social entrepreneurs and enterprising nonprofits to advocate and create profitable social purpose enterprises.

In her distinguished corporate career, Gayle held executive positions with two global companies, Honeywell and Rockwell Automation. She spent years honing this expertise to fit the social sector.

As Faculty Associate, Arizona State University, she teaches Social Entrepreneurship to practitioners and students. In 2013 Ms. Pincus published "Melons to Money: Growing Food, Lives & Social Enterprise", a how-to story for nonprofit boards, leaders and social entrepreneurs. Gayle works closely with leaders to create blockbuster businesses with a double bottom line.

Gayle's MBA is from M.I.T.'s Sloan School and she is active in Financial Executives International, a board member of Experience Matters (connecting talent with community) and is on the ASBA Business Mentor Team.

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NMI/210- Craig McPike

Craig McPike is a tax lawyer and partner at the Phoenix office of Snell & Wilmer, L.L.P.

Craig's practice includes federal, state and local tax matters, including taxation of for-profit and nonprofit business organizations. His practice is concentrated in state and local tax matters and tax-exempt organizations.

Craig graduated with a Juris Doctorate in Law from the University of Arizona College of Law in 2001 and earned his LL.M. in taxation from the University of Washington School of Law.

NMI/203- Mara Mann

Mara Mann has over twenty-five years of experience in both private and public accounting. Over the past eleven years, she has been providing attestation and general business services, accounting systems design, implementation and training of personnel in the areas of accounting practices, accounting software and internal financial management to exempt organizations and closely-held businesses. Her areas of specialty include exempt organizations, including charter schools. Prior to returning to public accounting, Mara was responsible for all aspects of finance for a mid-sized Arizona-based charter-airline company.

Mara graduated from University of Arizona in 1989 with Bachelor of Science degrees in Accounting and Finance and has been licensed in Arizona as a Certified Public Accountant since 1993.

Mara is a member of the American Institute of Certified Public Accountants (AICPA), and the Arizona Society of Certified Public Accountants (ASCPA).

Mara volunteers her time as Treasurer of Tucson based Ben's Bells Project.

Course Descriptions

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NMI 203 - Financial Management for Executives

Course Description:

This session integrates financial management into executive decision making and addresses the struggle to match mission with financial resources. Topics include understanding the components of nonprofit financial statements, accounting for contributions, grants and federal awards, financial accountability, executive processes, and continuous budgeting.

Learning Objectives:

- Describe the executive processes for financial accountability and oversight within a nonprofit, including internal control structures, estimates, records retention, risk assessment and financial policies.

- Analyze a set of nonprofit financial statements, with notes and distinguish the different types of business transactions typical for a nonprofit organization.

- Distinguish the different sources of income and the proper method to account for each, including contributions, fundraisers, exchange transactions, grants and federal awards.

- Differentiate between accrual and cash based accounting and understand the benefits and drawbacks of each these methods of accounting.

- Recognize the difference between the types of accountant's attestation reports, how to select which attestation process your organization requires and the different kinds of audit opinions.

- Develop an abbreviated, thoughtful budget with reasonable, justifiable assumptions.

NMI 205 - Executive Leadership

Course Description:

During this course, you will be introduced to current models of leadership and core leadership competencies. You will learn methods for building internal and external relationships and applying those skills to a business setting. In addition, you will develop a leadership action plan for achieving personal and organizational impact.

Learning Objectives:

- Describe key aspects of the executive leadership role.

- Explain the types of leadership style and the benefits of each in an organization.

- Distinguish the role of the executive in regard to staff and board.

- Develop an action plan for inspiring organizational impact.

- Describe a succession plan for the outgoing executive.

- Distinguish between strategic ("top down") versus tactical ("bottom up") planning.

- Develop Leadership plan for strategic change management.

- Recognize leadership skills for leading teams.

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NMI 210 – Legal Issues, Advocacy, and Public Policy

Course Description:

This course will discuss the role nonprofits play in influencing public policy, leading social movements, building coalitions, and organizing issue campaigns. This course highlights successful advocacy strategies used by nonprofit leaders to advance their organization's mission for the public good. It delineates what nonprofits can and cannot do, and engages participants in developing an advocacy strategy plan. Participants will also explore some of the challenging ethical and moral issues common to the nonprofit sector.

Learning Objectives:

After taking this course, you will be able to do the following:

- Explain the importance of nonprofit public policy advocacy, and debunk the common myths of nonprofit advocacy

- Define public policy and advocacy.

- Illustrate the different forms of public policy advocacy employed by nonprofit organizations

- Distinguish lobbying from political campaign activities.

- Differentiate lobbying (advocacy for or against specific legislation) from public education campaigns and other forms of advocacy.

- Define the legal boundaries of permissible advocacy activities for your organization and its principals.

- Develop an effective public policy advocacy strategy to promote your organization's mission.

- Identify ways to preserve the organization's tax-exempt status.

- Provide guidance on difficult legal, ethical, and moral issues.

NMI 211 – Strategic Governance and the CEO

Course Description:

This course explores the components inherent in creating and maintaining a governing body that promotes a healthy and successful nonprofit organization. Topics covered include: board recruitment, critical governance, leadership and management, orientation of the board, CEO evaluation, CEO/board relationship, policy-making, fundraising, and financial roles and responsibilities.

Learning Objectives:

- Classify past and current governance trends in nonprofits.

- Determine the mission, core values, major strategies, and major goals/outcomes, and hold the chief executive accountable for developing a staff strategic plan based on these policy decisions.

- Recognize the roles of the nonprofit board chair, board members, and staff.

- Demonstrate how to create a Board Policies Manual.

- Explain process for evaluating members of the nonprofit board.

- Distinguish reputable board meeting and deliberation practices.

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NMI 221 – Social Entrepreneurship, Innovation, and New Business Models

Course Description:

In this course, you will assess your organization's readiness for social entrepreneurship. You will also learn what it takes to develop a social enterprise and an enterprising mind. Participants will walk away with the key components of a business plan and will have begun the process of identifying possible sources of funding for their organization.

Learning Objectives:

- Assess your organization and enterprise ideas through the lens of an "enterprising mind."

- Apply basic accounting techniques to recognize the concepts of return on investment, triple bottom line, and other measures.

- Determine the key organizational and personal risk elements necessary to assess enterprise readiness.

- Develop a business plan to map the development for enterprising.

- Research additional resources for more complex business ventures.

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NMI 226 – Capital Campaigns and Advanced Resource Development

Course Description:

This course delves into annual funds, major gifts, capital campaigns, planned giving, grants and special events. The course will give participants the foundation and tools needed to implement these fundraising methods in their organizations. By the end of the course, participants will have developed at least one major fundraising plan, focusing on one area.

Learning Objectives:

- Recognize the need to identify strong leaders to lead the campaign.

- Formulate a well thought-out capital campaign plan.

- Distinguish what a feasibility study is and what role it plays in a campaign.

- Recognize the complexities and processes of a capital campaign while setting goals and objectives.

- Develop a capital campaign committee that can work together well.

- Develop a plan for effective identification of major gift prospects.

- Design a plan for communicating with the public during the capital campaign.

- Analyze annual fundraising techniques to maximize effectiveness.

- Describe the steps to developing a planned giving program.

Course Materials

Will be provided at the beginning of each face to face session

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Resources

Add any additional resources you would like to keep to this section

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