



EXECUTIVE
DEVELOPMENT
CENTER

Leadership Realized.



NON-PROFIT MANAGEMENT CERTIFICATE For Community Agency Management

Target Audience: Newly appointed managers or high potential leaders of non-profit organizations as well as more senior managers looking to increase their knowledge.

Program Overview: The Non-Profit (NFP) Management Certificate Program is designed to give the non-profit executive or manager the leadership and business skills needed to improve the effectiveness of their organization. The broad-based curriculum is customized to the unique needs of non-profit businesses. Participants will gain a strategic perspective as they master the business knowledge and people skills vital to the successful implementation of their organization's mission. World-class faculty in the Foster College of Business at Bradley University will facilitate the sessions and will guide participants through exercises and applied projects based on issues in the participant's organization. Participants will walk away with a strategic plan for their own organizations.

The program consists of the following modules:

- 1) Leadership Development
- 2) Financial Management
- 3) Marketing and Development
- 4) Operations Management
- 5) Human Resource Management
- 6) Planning and Strategy



BRADLEY
UNIVERSITY
FOSTER COLLEGE
OF BUSINESS ADMINISTRATION

Schedule:

Thursday evenings from
3:00pm to 7:00pm

Location:

Executive Classroom, B52
Baker Hall on the campus of
Bradley University

Investment:

\$3,500 per participant
includes instruction,
materials, and refreshments

Class size: 20-25 participants

To register online:
www.bradley.edu/edc
or call 309.677.4420

1. LEADERSHIP: CHALLENGES AND IMPACT (16-hour module)

Dr. Chuck Stoner, Professor of Executive Management Development

The overall purpose of this module is to enhance the leadership potential of NFP leaders by emphasizing personal growth and addressing some of the most pressing and demanding challenges that today's NFP leaders encounter.

Developing Leader Impact through Self Awareness

Objective: Participants will gain an accurate assessment of their interpersonal preferences and learn how their personal strengths can be translated into a difference-making impact.

The Heart of Interpersonal Connections

Objective: Participants will develop an understanding of and learn to apply the critical interpersonal communication skills that differentiate successful from less successful leaders.

Respectful Conflict Encounters

Objective: Participants will develop an understanding of and learn to apply the skills for addressing conflict situations and dealing with difficult people.

Organizational and Personal Change

Objective: Participants will learn how to move their organizations through productive change in order to meet potential and maintain involvement and commitment of organizational members and constituents.

2. FINANCIAL AND ACCOUNTING MANAGEMENT (12-hour module)

Paul Wayvon, CA, Instructor of Accounting

The Financial and Accounting Management module will focus on a range of financial and managerial accounting tools, techniques and processes necessary for NFP enterprises to operate in an optimal financial and decision making manner. Given the “tight” operating and capital budgets that NFPs are regularly constrained by, effective and efficient use of scarce resources, as well as quickly identifying problems and financial issues is paramount. The following sessions will strengthen skills and capabilities to assist NFP managers.

Financial Statements

Objective: Financial statements are the language of business; it is the way every enterprise communicates with its stakeholders. This module will detail and describe the fundamentals of financial statement construction and function such that participants will be able to read, understand and effectively discuss the position of the NFP enterprise as they are being presented in the financial statements.

Review and Analysis of Financial Statements

Objective: With a fundamental understanding of financial statements, participants will learn a variety of review tools and techniques to be able to better measure performance, analyze results and plan for the future. In addition, there will be a “key driver” analysis to enable the NFP to focus on important high-leverage actions intended to drive success.

Managerial Accounting Topics and Tools

Objective: Managerial Accounting focuses on future decisions and the tools, techniques and processes to improve the quality and effectiveness of an overall decision-making process. This module examines critical aspects of planning, operation and control techniques for the NFP. Topics will include key operating concepts and techniques such as break-even analysis, cost behavior, short-term decision-making models, long-term capital budgeting fundamentals and budgeting.

3. MARKETING AND DEVELOPMENT (20-hour module)

Dr. Donna Hill, Professor of Marketing

Jacob Heuser, Senior Director of Development

The Marketing and Development module focuses on the importance of marketing in an NFP's success. Success for NFPs ultimately requires that they influence behavior in a wide range of key target markets – clients, funders, policy makers, volunteers, and the media, as well as the NFP's own staff. Marketing is the “behavioral influence function” and this module will provide an overview of the various marketing methods used to accomplish the organization's mission.

Strategic Marketing

Objective: Participants will learn how to segment the NFP market, choose targets and then develop a positioning strategy for the offering. Additionally, participants will learn how to use branding, not only to improve the value of their mission statement, but to assist in creating awareness, securing corporate partners, and motivating staff and volunteers.

Fundraising

Objective: From annual giving and planned/estate gifts to capital campaigns, all fundraising is about engaging your constituents, building relationships, and most importantly - making the ask. Participants will learn to connect with prospective donors and build the appropriate case for support through each giving medium that will maximize donor interests and support.

Using Social Media

Objective: Participants will learn how NFPs are using various social media tools to more effectively communicate with their target markets, and more importantly participate with them to increase the value of the NFP experience. Participants will create a social media project related to their organization.

Understanding Target Customer/Client Satisfaction

Objective: Participants will learn how to create a customer satisfaction survey and how to effectively use the survey as an evaluation and monitoring tool.

Service Design (Mapping/Blueprinting Processes)

Objective: Service design is the center of an NFP's operation. Participants will use the concept of the service value chain to design service systems that are focused on how the client (or client groups) work together with employees to deliver the NFP's service.

4. OPERATIONS MANAGEMENT (8-hour module)

Dr. Ross Fink, Professor of Operations Management

This module will present two topics. The first is an introduction to NFP project management. The second will analyze processes for potential improvement from a variety of perspectives. Of particular importance is the impact of new technologies on processes.

Project Management

Objective: In this session participants will be introduced to project management. The participant should leave with an understanding of how project management differs from day-to-day management, knowledge of project management terms, an overview of project management planning and control tools, and a familiarization with project management software.

Analyzing Service Processes

Objective: This session will provide the participants with tools to evaluate NFP service processes for improvement from a variety of different perspectives, such as technology, capacity, quality, cost, control, customer interface, and customization.

5. HUMAN RESOURCE MANAGEMENT (16-hour module)

Dr. Mark Brown, Associate Professor of Management

The objective of the Human Resource Management module is for participants to understand the technical and strategic facets of human resource management such that their organization's human resource management practices can act as a source of organizational competitive advantage.

Human Resource Management Concepts

Objective: Participants will learn basic human resource management concepts and develop an understanding of the strategic benefits of human resource management in NFP organizations.

Human Resource Staffing

Objective: This session will provide participants with an overview of the staffing function of human resource management. Participants will learn fundamental recruitment and selection techniques in the context of strategic human resource management. Particular attention will be devoted to understanding the distinctions between employee recruitment and selection.

Human Resource Training

Objective: This session will provide participants with an overview of the training function of human resource management. Participants will learn employee training and development techniques relevant to strategic human resource management in NFP organizations.

Human Resource Compensation

Objective: This session will provide participants with an overview of the employee compensation function in human resource management. Participants will learn elementary employee compensation techniques in the context of strategic human resource management and the challenges that confront NFP organizations.

6. PLANNING AND STRATEGY (20-hour module)

Dr. Larry Weinzimmer, Professor of Strategic Management

The Planning and Strategy module will be integrative in nature. Rather than focusing on a specific functional discipline, this module will focus on the entire organization. Participants will work on a project to address a specific strategic issue in their respective organizations. Business cases will be used throughout the sessions to solidify understanding of key concepts.

Introduction

Objective: Participants will be challenged to think beyond their traditional functional areas of expertise to think strategically about the future direction of their organizations.

Understanding Markets and Identifying Growth Opportunities

Objective: Participants will be given specific tools to identify opportunities to grow their services and increase value to the community.

Identification of Distinctive Competence

Objective: Participants learn to assess their own organizations in relation to the markets they serve.

Competitive Strategies

Objective: Participants will be able to identify specific strategies to align their organizations within their competitive environments.

Presentations

Participants will culminate their learning by creating a strategic plan for their individual organizations. They will create these plans by integrating the knowledge learned in all the previous modules. Participants' supervisors will be invited to attend these presentations.