



Virginia Commonwealth University

## Schedule and course description for fall 2007

### *Focus Area I*

### **History, Significance and Theory of Philanthropy and Volunteerism in the Nonprofit Sector**

#### **M150 Understanding the Nonprofit Sector**

This class offers an opportunity to become acquainted with the history, scope and unique significance of the not-for-profit sector in the United States. Students will learn about the development of philanthropy, volunteerism and social movements, and how current trends are effecting organizations and institutions of today. The diversity of the sector will be explored, as well as the dynamic relationships between the nonprofit, government and for-profit sectors.

Instructor: Katherine H. Campbell  
Dates: Nov. 13 and Nov. 20  
Time: 9 a.m. to 3 p.m.  
Location: 701 West Broad Street – 2nd Floor Conference Room

#### **M160 Who Planned for the Tidal Wave? Cultural Change and Nonprofit Stability**

All nonprofits are susceptible to the whims of cultural changes. Even well established, popular and financially secure nonprofits found that events such as a tidal wave on the other side of the world and Sept. 11, 2001 could quickly divert their donor base to other causes. Nonprofits will continue to experience shifts in demographics, funding and even relevancy, as they are increasingly influenced by variables such as civil rights movements, pandemics (for example: AIDS), technology and the Web, globalization and retiring boomers.

Blending lively discussion with historical trend analysis, we'll explore these complex issues and ask:

- How does social change impact nonprofits?
- What impact do movies, internet and globalization have on nonprofits?
- What nonprofit missions are 'in' now and which ones are 'out'? Why?
- Which nonprofits are poised to move ahead due to projected trends?
- How do you safeguard your group from being a cultural change casualty?

Instructor: Kathy Benham  
Dates: Nov. 28 and Dec. 5  
Time: 9 a.m. to 3 p.m.  
Location: The Mary and Frances Youth Center

## ***Focus Area II***

### **Nonprofit Law, Ethics and Advocacy**

#### **M211 How to Start a Nonprofit in Virginia**

The instructor will introduce students to Virginia's Non-stock Corporation Act and explain the legal requirements for incorporation. An overview of the process will include a discussion of the necessary forms, required fees, and relevant state agencies. Subsequently, students will learn how to apply for federal tax-exempt status with the Internal Revenue Service. This instruction will include an overview of the various categories of tax exemption under 26 U.S.C. § 501 (c). Most helpful will be a discussion on how to evaluate the need for a nonprofit, including determining the organization's mission and gauging the organization's ability to acquire resources.

Instructor: Deborah Barfield-Williamson  
Dates: Oct. 29 and Nov. 5  
Time: 9 a.m. to 3 p.m.  
Location: The Mary and Frances Youth Center

#### **M213 Maintaining your Non-Profit Status**

This class is designed to provide nonprofit staff and board members with an overview of activities that can have legal and tax implications for 501(c) (3) organizations. This course will provide an overview of the legal duties and responsibilities of board members; the operational policies required by IRS and other federal laws (EEO and HIPAA); and the Scarbanes Oxley Act's implications regarding financial accountability. As time permits, discussion on the Unrelated Business Income Tax and the wisdom of electing to expend funds to influence legislation (Form 5768 Election) will be included.

Instructor: Phyllis Katz  
Dates: Oct. 3 and Oct. 10  
Time: 9 a.m. to 3 p.m.  
Location: The Mary and Frances Youth Center

#### **M220 Ethics and Values for Nonprofit Organizations**

Having an ethical organization is essential to the nonprofit whose success is dependent upon public confidence and support. Despite its importance, however, ethics can seem dry and irrelevant to the day to day challenges nonprofits face. This course will use assessments, case studies, and group discussion to enhance participants' understanding of and ability to address ethical challenges and dilemmas. Beginning with participants developing an understanding of their own personal and organizational values, we will consider these values as the foundation for ethics, asking the question "how are these values embodied in the organization on a daily basis?" We will consider the standards and codes of ethical conduct that are commonly embraced by the nonprofit sector. The

class will apply ethical frameworks and analysis to ethical challenges that can arise in nonprofit organizations. Focus areas will include fundraising and communications, employees and volunteers, nonprofit boards, leadership ethics and organizational culture.

Instructor: Ann Deaton  
Dates: Oct. 16 and Oct. 23  
Time: 9 a.m. to 3 p.m.  
Location: The Mary and Frances Youth Center

### **M250 Advocacy and Nonprofits**

There are many benefits for nonprofits who participate in advocacy. This class will define the various forms that advocacy can take, including the similarities and differences between advocacy and involvement in politics. The class will cover a brief history of nonprofit advocacy, including the types of causes that nonprofits normally advocate for, and the types of nonprofits that typically participate. Finally, class members will learn what makes advocacy successful, and which staff members in their organizations are best suited to practice advocacy

Instructor: David Bailey  
Dates: Oct. 25 and Nov. 1  
Time: 9 a.m. to 3 p.m.  
Location: The Mary and Frances Youth Center

## ***Focus Area III***

### **Nonprofit Governance and Leadership**

#### **M321 Recognizing Your Board as Your Most Highly Appreciated Asset**

A nonprofit's Board of Directors should be its greatest asset. They know the organization, have strong connections to the community and are usually significant donors. However, they are often underutilized. This course will explore building relationships with board members from recruitment through retirement with the goal of maximizing this valuable human resource. Participants will look at how Boards of Directors can become the agency's strongest advocates and donors as well as highly effective development volunteers. The traditional roles of boards as well as the expectations board members have of professional staff will be reviewed. Participants will also discuss how a board member's interest can be sustained past their tenure on the board.

Instructor: Jane Carlson  
Dates: Sept. 10 and Sept. 17  
Time: 9 a.m. to 3 p.m.  
Location: Lewis Ginter Botanical Garden

### **M330 Understanding Leadership Styles**

This workshop will help nonprofit leaders explore and expand their understanding of the style they use and how others might perceive and react to it. Participants will receive a lengthy report based on responses to two instruments: The FIRO-B (Fundamental Interpersonal Relations Orientation) and MBTI (Myers-Briggs Type Indicator). The instructors will give an interpretive overview of both instruments and assist the participants in looking at issues of communication, decision making and work relationships. The session will end with action planning, where the participants will develop an agenda for their own continued professional development.

There will be an additional cost of \$35 to use the leadership tools introduced in the course. Please ask the office for additional details.

Instructor: Susan Wilkes  
Dates: Sept. 12 and Sept. 19  
Time: 9 a.m. to 3 p.m.  
Location: Lewis Ginter Botanical Garden

### **M331 Leading for Improved Team Dynamics**

Highly effective group members and leaders need to be attentive to numerous dynamics. This program will cover how team leaders:

- Value the normal Team Stages in team development and how they can support the transition from one stage to the next.
- Apply The GRIP model for team formation.
- Understand that the personal styles of team members impact the entire team.
- Need to attend to both task and relationship functions.
- Use tools for team analysis and improved strategies.
- Vary their team decision making models.
- Can most effectively transition to the next leaders.

Content will be addressed primarily by way of an intense simulation, Leadout. The facilitator will weave in application of all material to the current teams of the participants.

Instructor: Pam Redd  
Dates: Nov. 27 and Dec. 4  
Time: 9 a.m. to 3 p.m.  
Location: To be announced.

### **M340 Leading your Organization from “Good to Great”**

Join us for an in-depth exploration of how the concepts from Jim Collins’ bestseller apply to nonprofits! This is a hands-on course designed to help you identify ways of turning

your good organization into one that produces great and sustained results. Participants are asked to read “Good to Great” ahead of time and come ready for an interactive and stimulating session. Coming with others from your organization will help even more with finding ways of fostering greatness in your nonprofit. It would be helpful if the participants read the Jim Collins’ book “Good to Great” and/or his short monograph “Good to Great in the Social Sector.”

Instructor: Susan Wilkes  
Dates: Oct. 11 and Oct. 18  
Time: 9 a.m. to 3 p.m.  
Location: The Mary and Frances Youth Center

### **M341 The 8th Habit**

The 8th Habit builds on Stephen Covey’s previous work in the “Seven Habits of Highly Effective People,” adding a third dimension which meets the challenge of the new “knowledge worker age.” In today’s world, as we seek to reach beyond effectiveness to achieve greatness, we can tap into the 8th habit which is to find your voice and inspire others to find theirs. This is a highly participative class which will use film clips, discussion, and experiential learning to explore ways in which Covey’s 8th habit can be expressed in leadership in nonprofit organizations.

Instructor: James Burke  
Dates: Oct. 26 and Nov. 2  
Time: 9 a.m. to 3 p.m.  
Location: Lewis Ginter Botanical Garden

## ***Focus Area IV***

### **Fund Development and Communications**

#### **M410 Successful Grant Writing Strategies**

Submitting grant proposals can help agencies to secure funds to start new programs, test innovative ideas or enhance existing services. In this course participants will engage in a hands-on, practical and evaluative exploration of successful grant writing strategies. We will examine how to locate funding sources and make a good funding match, how to succinctly make a case for funding and present a reliable budget, and how to measure outcomes and demonstrate results once grants have been awarded.

#### **Section I**

Instructor: Laurie Rogers  
Dates: Sept. 13 and Sept. 20  
Time: 9 a.m. to 3 p.m.  
Location: Lewis Ginter Botanical Garden

#### **Section II**

Instructor: Laurie Rogers

Dates: Nov. 12 and Nov. 19  
Time: 9 a.m. to 3 p.m.  
Location: The Mary and Frances Youth Center

### **M412 Annual Gifts**

Often considered the front line of fundraising, the annual fund is the lifeblood of the organization. The annual fund is the foundation of fundraising initiatives, the place to introduce the organization to the widest number of people, to seek funding on a recurring basis, and to secure unrestricted support for the organization's operating budget. Donors to the annual fund are the most likely prospects for major gifts to capital campaigns, specific projects and special initiatives. Participants in this course will examine possible problems that face annual funds when capital campaigns and other programs get underway and how to ensure that the annual fund remains a priority during this time. We will address how to prepare for the annual fund each year, the importance of the case for support of the organization, the involvement of volunteers and the role of the board in annual giving. Techniques will include creative approaches for turning annual fund donors into major givers, planning out the annual giving year (benchmarks), setting up the development office, and a comprehensive evaluation of the year.

Instructor: Laurie Rogers  
Dates: Oct. 1 and Oct. 8  
Time: 9 a.m. to 3 p.m.  
Location: The Mary and Frances Youth Center

### **M413 Fundraising Basics**

Successful fund raising is fundamental to the health and vitality of any nonprofit organization. This course will provide an overview of the fund-raising process as well as effective strategies and tools to convince funders to invest in the organization. Guest speakers with a depth of experience in certain areas will expand on basic concepts presented over two days. Topics will include developing fund raising plans, managing donor information, making the case for the organization and demonstrating its mission and strengths.

Instructor: Lee Switz  
Dates: Oct. 4 and Oct. 11  
Time: 9 a.m. to 3 p.m.  
Location: The Mary and Frances Youth Center

### **M420 Overview of Marketing for Non Profits**

Whether you're responsible for marketing a non profit organization, or just want to get a better handle on how to best communicate your organization, the course will provide you the tools you need to get started, and move forward. Included will be a frank discussion of branding, how to communicate to a variety of stakeholders (clients, board, staff, donors, volunteers), what technology should be used – and how. A hands-on discussion will cover marketing strategy, planning and how to make the most of a limited budget. Real world examples will focus on various marketing initiatives, tracking return on

investment, marketing definitions and descriptions, including an assessment and discussion of your organization's materials. Expect practical information – not just theory, and putting it into practice.

Instructor: Maggi Beckstoffer  
Dates: Sept. 6 and Sept. 13  
Time: 9 a.m. to 3 p.m.  
Location: 701 West Broad Street – 2nd Floor Conference Room

### **M471 Film/Video Marketing and Production for Nonprofit Organizations**

PSA's and videos have been the traditional routes non-profits have taken for using electronic media to get their message out or help raise awareness and funds. Is film/video the best medium to use and how can you use it for your particular mission? How does film/video production work? How do you get something produced? And so importantly now with new and emerging media, how can you consider alternatives such as pod-casts, webisodes, and programming, etc.? Come learn the basics of film/video production and how it fits into your marketing and strategic plans.

Instructor: Virginia Bertholet  
Dates: Nov. 30 and Dec. 7  
Time: 9 a.m. to 3 p.m.  
Location: 701 West Broad Street – 2nd Floor Conference Room

## ***Focus Area V***

### **Financial Management**

#### **M510 Introduction to Budgeting**

Designed for individuals with no budgeting experience, this course reviews basic budgeting terminology, concepts and practices. Discussion topics include budget purposes, development, coordination, approval and implementation. Class exercises will lead participants to relate their experiences in nonprofit agencies to the practices of budgeting for both single programs and entire organizations. Required text: "The Budget-Building Book for Nonprofits" by Dropkin and LaTouche (Jossey-Bass publishers). Please purchase this text before the beginning of class. Notes: 1) Accounting, bookkeeping and auditing tools and practices are not addressed in this course. 2) Individuals with any prior experience in budgeting should take the intermediate budgeting course, not this introductory course.

Instructor: Bill Cowles  
Dates: Nov. 12 and Nov. 19  
Time: 9 a.m. to 3 p.m.  
Location: The Community Foundation

#### **M530 Internal Controls**

This course will aid students in understanding and demystifying internal financial controls. Topics will include policy and procedures, financial management and oversight, accounting practices, accountability and stewardship. Participants will learn how to evaluate and apply internal control along with financial processes within their nonprofit organizations. This class will examine best practices as prescribed with the COSO (Committee of Sponsoring Organizations) framework.

Instructor: Celia Broadus  
Dates: Oct. 18 and Oct. 25  
Time: 9 a.m. to 3 p.m.  
Location: The Mary and Frances Youth Center

## ***Focus Area VI***

### **Human Resources Management**

#### **M620 Excelling in Customer Service through the FISH! Philosophy**

Seattle's World Famous Pike Place Fish Market is an otherwise ordinary fish market that's extraordinarily successful. The work is hard and the hours are long — yet these employees make a personal choice to bring amazing passion, playfulness, commitment and a positive attitude to work every day. Pike Place has not always been such a place. Years ago, the dreariness of long hours, smelly fish, and cold lockers was reflected in the employee's attitudes. Yet by changing the attitude they brought to their work, the employee's at Pike Place have created a totally different environment and a new philosophy of work – this is what is known as the FISH! Philosophy. Excelling in Customer Service through the FISH! Philosophy is designed to illustrate how exceptional customer service can be achieved using the simple principles of the FISH! Philosophy: Play, Be There, Make their Day and Choose your Attitude. Emphasis is placed on identifying customers, both internal and external, and the essentials of customer communication. Through group exercises, self reflection, role plays and videos, participants will discover how to bring more energy, fun, focus and accountability to their work.

Instructor: Becky Clay Christensen  
Dates: Sept. 19 and Sept. 26  
Time: 9 a.m. to 3 p.m.  
Location: Lewis Ginter Botanical Garden

#### **M623 Hiring and Firing**

Effective selection of employees is critical for managers in need of productive, “low maintenance” staff members. This workshop will provide practical, hands-on tips and guidelines for accurately determining whether a prospective employee can do and will do a good job. In addition, assessing “cultural fit” (including whether a candidate is likely to be a disruptive or problem employee) will be stressed. On the flip side, whether you “inherited” an employee or hired someone who has turned out to be ineffective in his or

her assignment, there is a time to let people go. Issues such as: why it's "unhealthy" to be too understanding or accommodating; how to discuss and document performance issues, and how to communicate and document cases where an employee gets "discharged" for unsatisfactory performance or behavior will be addressed.

Instructor: Camille Harris and Dennis LaMountain  
Dates: Oct. 30 and Nov. 6  
Time: 9 a.m. to 3 p.m.  
Location: To be announced

### **M631 Challenges of Staff Supervision**

The workplace of today requires both new and experienced supervisors to cope with constant change and increasingly complicated situations. This class will help managers, supervisors and team leaders to learn and apply skills and strategies to successfully manage the work of others. Topics will include stages in the supervisory process, communications skills, goal setting and negotiation, coaching for improved performance, motivation, performance evaluation and reward systems. Students will examine case studies and role-play challenging supervisory situations to gain interactive experience in applying the course material to their work lives.

Instructor: Tammy Jackson  
Dates: Oct. 15 and Oct. 22  
Time: 9 a.m. to 3 p.m.  
Location: The Mary and Frances Youth Center

### **M641 Dealing with Difficult People**

Dealing with difficult people on the job is a day-to-day event for anyone in the workplace. Whether you work with or for an individual who really tries your patience, knowing some relationship techniques can make all the difference in your overall effectiveness and well-being, and will save you from endless frustration and headaches. In this informative program, participants will learn specific ways – proven to be effective – of handling difficult people. Through demonstrations, role plays and self-reflection, students will grow to understand what inhibits their own effectiveness when dealing with certain people, and how to get beyond the inhibitors. Participants will be able to "size-up" a situation with greater ease and respond in a way that is effective in the short term as well as the long term. Participants are asked to purchase Insight-Inventory at [www.insightinventory.com/insight-inventory.html](http://www.insightinventory.com/insight-inventory.html), which is \$11.95.

Instructor: Elaine Kiziah  
Dates: Oct. 31 and Nov. 7  
Time: 9 a.m. to 3 p.m.  
Location: The Mary and Frances Youth Center

### **M661 Volunteer Resources Management: Growing as Leaders and Professionals**

Have you mastered the basics of volunteer management and now looking for ways to grow professionally? This class is intended for students with at least three years of

experience in the role of leading and coordinating volunteers and assumes knowledge of the basic elements of volunteer program management. The highly interactive class format will provide an opportunity to: discuss strategies for managing relationships with staff colleagues and supervisors; learn how to handle ethical dilemmas related to volunteers; and practice peer consultation to solve real-life issues and problems. Join your peers on this journey from manager to leader.

Instructors: Katherine Campbell and Kathy Perun  
Dates: Nov. 2 and Nov. 9  
Time: 9 a.m. to 3 p.m.  
Location: 701 West Broad Street – 2nd Floor Conference Room

## ***Focus Area VII***

### **Organizational Theory, Planning and Evaluation**

#### **M760 Strategic Management**

Effective leadership requires not only knowing where the organization is going, but also how it can get there. This course begins with an overview of the role of strategy in an organization's success and examines models that provide structure for the strategic process. Students will explore practical methods of assessing an organization's current situation as well as its future opportunities and threats. Participants also will learn how to use this analysis to identify strategic organizational direction, goals and action steps that will move them forward, and methods for measuring success.

Instructor: Wally Stettinius  
Dates: Nov. 29 and Dec. 6  
Time: 9 a.m. to 3 p.m.  
Location: The Mary and Frances Youth Center

#### **M761 Project Management in a Box**

See your next project soar to success. Please your funders, your community and your board. Project Management in a Box breaks down the elements of successful project management, from the consensus on deliverables to day-to-day performance tracking and relationship management. Bring a real-time project you are about to manage, and understand the critical role the project manager plays in driving the outcomes. This class is high value for new managers, and seasoned managers wanting to revisit basic techniques in the current business climate.

Instructor: Becky Clay Christensen  
Dates: Nov. 1 and Nov. 8  
Time: 9 a.m. to 3 p.m.  
Location: Lewis Ginter Botanical Garden

#### **M770 Planning for Results, Designing Programs that Work!**

Most nonprofits are in business to meet a community need, which they do through programs that they provide to their clients. Unfortunately, many of these programs fail, for reasons that may include; inadequate needs assessment, unrealistic goals and objectives, interventions that have not been proven effective, use of a proven program in unproven circumstances, poor implementation, or faulty evaluation. This interactive class will review processes of program planning using discussion, case study and the organizational experiences of participants. Links will be made between program planning, evaluation and grant proposal development.

Instructor: Barbie Dunn  
Dates: Nov. 27 and Dec. 4  
Time: 9 a.m. to 3 p.m.  
Location: The Mary and Frances Youth Center

## **Technology courses**

### **T10 Introduction to Computers**

This course is an introduction to basic computer terminology and the microcomputer environment. Topics include an introduction to hardware and software, fundamental computer applications and hands-on experience on a Windows-based system. This course is meant for beginners and requires no prior knowledge or experience with computers.

Instructor: James Wynne  
Date: Oct. 17 and Oct. 24  
Time: 9 a.m. to 3 p.m.  
Location: 1103 West Marshall – computer lab

### **T20 Introduction to MS Word**

This course is an introduction to word processing. Topics include word wrap, indentation, font selection, point size, basic formatting, spacing and block commands. This course will help participants learn the basic elements necessary to prepare simple reports, letters and documents. Prerequisite: Introduction to Computers: Windows or a general understanding of basic windows environment.

Instructor: Sandra McAllister  
Dates: Sept. 24 and Oct. 1  
Time: 9 a.m. to 3 p.m.  
Location: 701 West Broad Street – First floor computer lab

### **T21 Intermediate Word**

The adventure in word processing continues. Topics include mail merge, envelopes, templates, an introduction to desktop publishing, images, multi-column newsletter or brochure formats, tables, charts, graphics, and object linking and embedding.

Prerequisite: Introduction to Microsoft Word or a general understanding of word processing basics.

Section I

Instructor: Lynn Jensen  
Dates: Nov. 26 and Dec. 3  
Time: 9 a.m. to 3 p.m.  
Location: 701 West Broad Street – First floor computer lab

#### Section II

Instructor: Lynn Jensen  
Dates: Oct. 29 and Nov. 5  
Time: 9 a.m. to 3 p.m.  
Location: 701 West Broad Street – First floor computer lab

### **T30 Introduction to Excel**

This course is an introduction to the fundamentals of spreadsheet processing and management. Topics include entering text, numbers and formulas, formatting, moving, copying, recalculation, graphing, retrieving, saving and printing. Prerequisite: Introduction to Computers: Windows or a general understanding of basic windows environment.

#### Section I

Instructor: Sandra McAllister  
Dates: Sept. 21 and Sept. 28  
Time: 9 a.m. to 3 p.m.  
Location: 701 West Broad Street – First floor computer lab

#### Section II

Instructor: James Wynne  
Dates: Oct. 8 and Oct. 15  
Time: 9 a.m. to 3 p.m.  
Location: 701 West Broad Street – First floor computer lab

### **T31 Intermediate Excel**

This course goes beyond spreadsheet basics. Topics include list (Excel's database) functions; worksheet grouping and advanced formatting; object linking and embedding; mail merge; importing data; simple macros; linking formulas; introduction to - PivotTables, Goal Seek, Solver, and financial functions. There is limited data and statistical analysis. Prerequisite: Introduction to Microsoft Excel or a strong understanding of spreadsheet fundamentals. Please bring a USB/thumb drive if you have one.

#### Section I

Instructor: Wilma Andrews  
Dates: Nov. 27 and Dec. 4  
Time: 9 a.m. to 3 p.m.  
Location: 701 West Broad Street – First floor computer lab

#### Section II

Instructor: Wilma Andrews  
Dates: Oct. 30 and Nov. 7  
Time: 9 a.m. to 3 p.m.  
Location: 1103 West Marshall – computer lab

#### **T40 Introduction to Access**

This introductory course will cover fundamental database concepts and terminology, the names and functions of the various Access objects, and how to plan and design a database. Topics will include creating and working with tables, using selected queries, creating and using forms, and database maintenance. Prerequisite: Introduction to Microsoft Excel or a general understanding of spreadsheet fundamentals.

#### Section I

Instructor: David Brobst  
Dates: Sept. 12 and Sept. 19  
Time: 9 a.m. to 3 p.m.  
Location: 1103 West Marshall – computer lab

#### Section II

Instructor: David Brobst  
Dates: Sept. 20 and Sept. 27  
Time: 9 a.m. to 3 p.m.  
Location: 1103 West Marshall – computer lab

#### **T41 Intermediate Access**

This course offers the next steps in database concepts. Topics will include generating reports, creating and using macros, menu building, charting, linking to other data types, more on the use of queries and forms, tips, shortcuts, and answers to your work-related Access problems. Prerequisite: Introduction to Microsoft Access or extensive experience working with this software application.

Instructor: David Brobst  
Dates: Oct. 2 and Oct. 9  
Time: 9 a.m. to 3 p.m.  
Location: 1103 West Marshall – computer lab

#### **T50 Introduction to Powerpoint**

In this course, participants will learn to create professional presentations that incorporate graphics and text, drawing and modifying objects, aligning and grouping, adding and arranging text, changing color schemes and background, embedding charts and inserting clip art. In addition, time will be spent on using slide show commands. Prerequisite: Introduction to Microsoft Word or a general understanding of word processing basics.

Instructor: James Wynne  
Dates: Nov. 28 and Dec. 5  
Time: 9 a.m. to 3 p.m.  
Location: 1103 West Marshall – computer lab

