

## **Nonprofit Webinars from Create the Future**

Increasingly, nonprofits are utilizing webinars and other online offerings to meet pressing training and technical assistance needs. We have over ten years of experience in distance education and online learning. There are four ways we can help you tap the power of online learning to build the organizational capacity of your nonprofit.

### **You Can Select Webinars from Our Catalog to be Delivered for an Audience You Specify**

If you have already identified a training need within your nonprofit, you can select a webinar from our catalog that addresses that training need. The webinar catalog includes a number of stand-alone training sessions as well as webinar series on priority topics. We can also help you develop a training series to address your organization's unique needs.

### **We Can Custom Design Webinars for You**

We can also custom design webinars to your exact specifications – you determine the audience, topic, content, date and time as well as other desired features. We design and deliver the webinar.

### **You Can Attend Scheduled Webinar Training Programs Offered by CreatetheFuture.com**

We will continue to offer an ongoing series of webinars. If you would like to receive notification of future webinar topics and dates as well as registration information, contact us at <http://www.createthefuture.com/webinars.htm>.

### **We Can Design and Deliver a Blended Training and Consulting Program**

We can also design customized training and consulting that includes a blended approach – for instance, a training program that combines face-to-face training and online training. This approach is helpful when face-to-face meeting time is limited because of geographic and/or scheduling limitations of participants. Here are two examples:

- A half-day or all day in person board retreat to assess current capacity of the Board of Directors and to design a board development action plan followed by an online work session to review planning begun at the retreat and finalize implementation details.
- An in-person strategic planning retreat preceded by an online preplanning session for the strategic planning committee with online post retreat follow-up planning committee sessions to complete the process and prepare to bring a draft strategic plan forward to the board for review and action.

## Our Commitment to Quality

We know that today nonprofit leaders have many options when it comes to webinars. We believe our webinars have a number of features that distinguish them from other online programs currently being offered.

- First, we have committed ourselves to a high level of audio and video technical quality.
- In addition to the content presenter, one of our staff always serves as Webinar moderator and troubleshooter, freeing the presenter to focus on the learners.
- All webinars are accompanied by a high quality print packet, the PowerPoint presentation file and access to some of the best resources available on the subject of the webinar.
- Our webinars are linked to a comprehensive capacity building model. For more information on the model, you can download a copy of [A Systems Approach to Nonprofit Capacity Building](#).
- The webinars offer opportunities for interaction appropriate to the learning objectives of a particular program.
- The webinar presenters have both the required content knowledge for a topic and also possess skills as trainers and educators.
- Before a webinar is offered for the first time, we conduct a practice session with the presenters to "get it right".
- A participant evaluation is conducted after every webinar and the results are used to improve future offerings.

Let us know if you would like to discuss your training needs and how we can help. Contact us for more information at <http://www.createthefuture.com/ContactUs.htm>.

## Webinar Training Catalog

This Webinar Training Catalog lists programs currently available. Additional sessions on program assessment & design are under development and will be offered in the coming year.

### Stand Alone Sessions

- Just-in-Time Board Orientation
- Recruiting a Diverse Engaged Board of Directors
- Developing an Effective Board-Executive Director/CEO Partnership
- Forging Partnerships and Collaborations to Increase Mission Impact
- Building Effective Nonprofit-Business Partnerships
- Increasing the Impact of Your Strategic Planning Efforts
- Introduction to Leadership Succession Planning
- Financial Leadership: Understanding Crucial Components of Financial Reporting
- Beyond Cutting Expenses: Strategic Decision-Making in Turbulent Times
- Building Internal Organizational Capacity to Advocate for Change
- Positioning Your Board for Strategic Leadership
- Ten Proven Practices for Strengthening Your Board of Directors
- Redesigning Board Meetings: Increasing the Impact of the Board's Work
- Board Succession Planning: Building the Leadership Pipeline
- Using Excel as a Database: Analyzing Data and Creating Reports
- Using Excel Formulas and Functions

### Multi-Session Series

- Leading Board Development Series – 5 sessions
- Strategic Thinking Series – 5 sessions
- Systems Thinking Series – 4 sessions
- Leading Capacity Building in Your Nonprofit: – 3 sessions
- Governing for the Future Training Series -- 9 sessions to selected from

### Custom Training

- Other webinars can be designed to address specific training needs and organizational/community issues

**Special Webinar Features:** Webinar attendees will receive a resource packet in advance of each webinar session. After each session, attendees will receive the PowerPoint presentation file used in the webinar as well as access to answers to future questions, leads on additional capacity building resources, and more.

**Attend As A Leadership Team:** The webinars can be viewed by several board and staff members from the same nonprofit using one computer making your investment in the webinars even more cost effective.

### For more information:

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***Helping Determined Nonprofits Harness the Power of Shared Vision . . .***

## ***Stand Alone Webinar Sessions***

### **Just-In-Time Board Orientation**

This webinar has been designed in response to the expressed concern that it can sometimes take new board members several months or more to fully understand their roles and responsibilities. Just-In-Time Board Orientation will provide a clear, crisp picture of your board member's responsibilities in policy development, strategic planning, fiduciary duties, fundraising, and oversight functions. This session will provide information, tools and techniques needed to bring new board members up to speed quickly. It will increase their confidence and their productivity in board and committee meetings right from the start. As a result, new board members will be better able to "hit the ground running." Just-in-Time Board Orientation can even be offered to prospective board members to assist them in making an informed decision about whether to join your board. The session can also help current board leaders re-focus their efforts. Attendees will receive a board orientation resource packet. The Just-in-Time Board Orientation program is being held on a regular basis during the year in order to provide nonprofits with a dependable high quality resource they can count on as they integrate new board members into active board service on an ongoing basis.

### **Recruiting a Diverse and Engaged Board of Directors for Your Nonprofit**

Do you need new board members, more board members, more engaged board members, or more diverse board members? Recruiting the best board members requires attention, time and lots of work. It's not about identifying people of influence and then asking them to sign on. Instead, you have to start with the mission of your nonprofit, review your organization's strategic priorities and then identify the necessary skills; think about the optimum behaviors; focus on networks; consider diversity; and articulate performance expectations. Then you conduct a screening interview and decide whether or not this is the best candidate for you. This new webinar will cover the basics of effective board recruitment and then quickly move beyond these basics. The session will draw from the same strategic recruitment techniques used by search professionals: the session will cover needs assessment; candidate profile development; how to build a referral network; and interviewing. The session will also including a panel featuring the experience of nonprofit leaders who have been successful in recruiting young, diverse board leaders

### **Developing an Effective Board-Executive Director/CEO Partnership**

Exceptional boards govern in constructive partnership with the executive director, recognizing that the effectiveness of the executive director and the board are interdependent. This session will clarify the respective roles of the executive director, board chair and the board, and explore how to develop a successful partnership that moves the association forward.

## **Forging Partnerships and Collaborations to Increase Mission Impact**

A growing number of forward-looking nonprofits have come to see that the best way to fulfill their mission is to seek and build on collaborations wherever they can. Increasingly as nonprofits become more skilled at self-assessment and strategic planning, the impetus to pursue one or more forms of collaboration comes from within the organizations themselves. They begin to understand that collaboration can be a vehicle for expansion into new areas of service requiring the resources of more than one organization or to proactively address an emerging community issue. This workshop will describe models for collaboration that can be used to increase organizational influence, share information and resources, enhance service delivery and quality, improve community visibility, raise funds, and more.

## **Building Effective Nonprofit-Business Partnerships**

Forward-looking nonprofits are partnering and collaborating with businesses to advance their missions. This workshop provides an in-depth look at proven nonprofit-business partnership models that can increase your organization's influence, enhance service delivery and quality, improve community visibility, and raise funds.

## **Increasing the Impact of Your Strategic Planning Efforts**

Does your nonprofit organization have a clear picture of where it should be going and how to get there? This webinar is a practical introduction to the key concepts and techniques of strategic planning. Learn how to design an effective planning process that fits your organization's needs, results in a flexible and achievable road map for your nonprofit and leads to increased mission impact. You will leave with a clear understanding of what your nonprofit can gain from strategic planning. The session is geared to the executive staff and board members who must act as a leadership team in the planning process.

## **Introduction to Leadership Succession Planning**

How ready are you for a leadership transition? Discover why it is important for your board to have a leadership transition plan whether or not you anticipate an upcoming executive search or a change in key board leadership. Learn about available resources for:

- Educating the board about its leadership succession responsibilities.
- Developing an emergency succession plan.
- Developing an ongoing succession plan that is linked to the strategic plan, mission, and vision of your organization.
- Incorporating future needs of the association into the chief executive officer job description and chief executive officer evaluation.

## **Financial Leadership: Understanding the Crucial Components of Financial Reporting**

Executive Directors in partnership with board members serve as the financial leaders of the organization. Yet as you try and fulfill your role, you get bogged down in jargon and process of accounting without really understanding how to use what you're looking at to strengthen your organization. This interactive webinar breaks down the financial statements in an easy to use manner. We'll go beyond just how to read the financial statements, covering the key questions you should be asking to assess your organization's financial health. We'll also cover cash flow and present an easy to understand dashboard to inform and engage board members.

## **Beyond Cutting Expenses: Strategic Decision Making in Turbulent Times**

Your organization has already cut expenses across the board to try and rein in costs. You've asked your staff to take a pay cut. You've eliminated positions. But, how do you begin to restructure? How can you create an organization that has impact while being financially viable? This webinar takes a look at the dual-bottom line of nonprofits – understanding the true cost and mission impact of each of your programs in order to make difficult strategic decisions for sustainability. We'll help you not only see your organization's business model in a new light, but provide directions on how to strengthen it for a brighter future.

## **Building Internal Organizational Capacity to Advocate for Change**

Advocacy capacity is the infrastructure you build around social change work– the policies, resources, relationships and organizational practices that facilitate advancing your advocacy agenda. The purpose of this webinar is to provide strategies for initiating and sustaining capacity building efforts in your nonprofit to support effective advocacy with attention to understanding applicable laws and regulations, creating the organizational structure to support advocacy, building board support for advocacy, and more. *Note:* the session will not provide training on the nuts and bolts of how to do effective advocacy but rather how to lay the internal groundwork to position your nonprofit to do effective advocacy in the future .

## **Positioning Your Board for Strategic Leadership**

According to a 2011 survey of regional and national studies concerning challenges facing nonprofits, building an active and strategically oriented board of directors was the most frequent concern. The problem with many boards is that they are not organized for strategic leadership – their recruitment efforts are not aligned with their strategic plans, board meetings are not designed for strategic deliberation and decision-making. The committee structure does not support the governance responsibilities of the board. This needs to change. Nothing less will do at a time when boards are facing the challenges of building long-term financial sustainability, weighing strategic restructuring options, planning for board leader succession, and increasing the impact of the nonprofit advocacy and public policy efforts. This fast paced webinar offers you five practices and techniques that will position your board for strategic leadership. |

## **Ten Proven Practices for Strengthening Your Board of Directors**

For a nonprofit organization to succeed, it must have a board that is committed to the organization's mission, possesses substantial leadership skills and expertise, sets policy that guides the nonprofit organization's work, and evaluates both the nonprofit organization and itself with an eye toward continuous improvement. This fast paced webinar will provide you tools and guidance for implementing some of the best practices and techniques being used today to strengthen the governance capacity of nonprofit boards. Applying these best practices will lead to immediate improvements in your board's functioning.

### **Redesigning Board Meetings: Increasing the Impact of the Board's Work**

Well designed and well run board meetings are critical to the governing success of your Board of Directors. A focus on improving meetings will dramatically improve board effectiveness. This session will provide tools and techniques needed to transform your board meetings from the "traditional" characterized by an emphasis on transmission of information and reports, reuse of the same agenda structure with a focus on the past to the new approach characterized by an emphasis on participation and action, strategic and generative thinking, effective use of a variety of meeting tools, monitoring mission impact, and defined meeting outcomes with a focus on the future.

### **Board Succession Planning: Building the Leadership Pipeline**

Board leader succession planning is an ongoing part of organizational development and sustainability in nonprofit organizations. One of the key roles of the Board is to continually ensure that it has the right set of skills, talents and attributes represented in its Board members. While there has been increased attention to staff succession planning, board leadership succession is not yet on the radar of many nonprofits. This session will provide tools and techniques needed to develop a board leadership succession process that is aligned with the strategic plan and ongoing recruitment and development.

### **Using Excel as a Database: Analyzing Data and Creating Reports**

This webinar is designed to teach you how to use Excel to create a database for managing information. Learn the difference between "flat" and "relational" databases. Develop an understanding of when it may be important to use a relational database. Learn how to retrieve specific information, including: sorting, filtering and advanced filters. Find out how to add, delete and modify database fields. Learn how to use an Excel worksheet as the data source for a Word mail merge. Explore how to use Excel database features to create various types of reports, including: group and outline, subtotal reports, pivot tables, and more.

### **Using Excel Formulas and Functions**

This webinar will teach you how to use formulas and functions to perform calculations in Excel. Explore different methods for entering formulas. Learn how to work in a multiple worksheet environment, including creating formulas that calculate between worksheets. Find out how to use Pivot Tables -- a powerful alternative to calculating with formulas.

## *Multi-Session Webinar Series*

### **Leading Board Development in Your Nonprofit: Five-Part Series**

For your nonprofit to succeed, it must have a board that is committed to the nonprofit's mission, possesses substantial leadership skills and expertise, sets policy that guides the organization's work, and evaluates both the organization's mission impact and the organization with an eye toward continuous improvement. The new Leading Board Development in Your Nonprofit Series will provide you with the information, tools and techniques for increasing the effectiveness of your board of directors.

This Series will cover the following topics:

- Preparing your board for board development.
- Proven tools for board assessment.
- Resources for enhancing board effectiveness.
- Designing a board development action plan.
- The relationship between board development, overall capacity building and leadership development.

All participants will receive a copy of the Compact Guide to Board Development and other resources. Executive Director/board president teams are encouraged to register for this training series.

#### **Session 1 – Getting Started: Preparing Your Board for Board Assessment**

The opening session will cover the following topics:

- Preparing your board for board development.
- Profile of an effective Board.
- The board development cycle.
- Survey of board assessment tools and approaches.
- Homework assignment: Before the second session participants will review board assessment options and select the assessment approach that fits their board.

#### **Session 2 – Resources for Strengthening Your Board of Directors**

- This session will begin with discussion of the previous session homework assignment. Participants will share results of their review of board assessment tools.
- The session will also provide an overview of proven practices, tools and techniques for enhancing board effectiveness. Participants will be able to review samples of the highlighted tools as well as share board building practices that are working for their nonprofits.

#### **Session 3 – Diagnosing Common Board Problems: Getting To Root Causes**

- In this basics session, participants will have an opportunity to analyze a number of common board problem scenarios, uncover underlying causes and discuss solutions. The session will be an opportunity to apply learning from previous sessions in this training series.

#### **Session 4 – Governance Practices of Exceptional Boards**

- In this advanced session, participants will examine governance practices that reflect the Twelve Principles of Governance That Power Exceptional Boards published by BoardSource. For each of the 12 principles, we will examine practices that can dramatically increase the governance effectiveness of your board. The review of the 12 principles will continue during Session 5.

## **Session 5 – Designing a Board Development Action Plan**

The final series session will cover the following topics:

- Continuation of review of governance practices that reflect the Twelve Principles of Governance That Power Exceptional Boards published by BoardSource.
- Devising a board development action plan based on the results of the assessment.
- Laying the groundwork for successful implementation of the action plan.
- The relationship between board development, overall capacity building and leadership development in your nonprofit.

## **Mission, Vision and Strategy: Four-Part Series**

The new Mission, Vision and Strategy Series is a practical and usable introduction to the key concepts and techniques of strategic planning and thinking, organizational visioning, goal setting, and the way these activities can, in fact, serve as the foundation for strategic leadership. The Mission, Vision and Strategy Series will link the training content to roles and responsibilities of board and staff leadership in strategic planning. Executive Director/board president teams are encouraged to register for this training series.

### **Session 1 – Strategic Planning: The Foundation for Strategic Leadership**

- The nature and role of strategic planning and how to apply the concepts and practices to your nonprofit.
- Making sure that your strategic planning is really "strategic".
- Steps of the strategic thinking and planning: taking an issues based approach.
- Preparing your nonprofit for planning.
- When, where, why, and how your board and staff should be involved.

### **Session 2 – Developing, Communicating and Using Clear, Bold Visions**

- The difference between mission and vision statements.
- Who to involve in the development of the vision statement.
- Techniques for developing a vision statement.
- How to enroll others in supporting the vision.
- Utilizing the vision as a framework for board and staff decision-making.

### **Session 3 – Developing Overarching Goals for Your nonprofit**

- What is an overarching goal and what are its defining features?
- The relationship between mission and vision and the nonprofit's overarching goals.
- Techniques for developing a set of overarching goals.
- Using overarching goals as the basis for setting priorities, directing actions and engaging in other forms of planning.

### **Session 4 – The Relationship of Strategic Planning to Program Planning and Business Planning**

- Often there can be some confusion and disagreement about the definition of strategic planning and its relation to other forms of planning in your association. This last session in the Mission Vision and Strategy Series will explore the relationship between strategic planning and other types of planning including program planning, fund development planning and business planning. The session will view the strategic plan as a 3-5 year "strategic blueprint" that serves as the foundation for these other forms of planning.

## **Systems Thinking – New Leadership Tools for Organizational and Community Problem-Solving: Five-Part Series**

An increasingly complex world requires new ways of thinking. The old solutions simply don't work anymore. Systems thinking is a way to see beyond isolated events to the deeper patterns, connections and root causes that explain many of the problems that confront us in organizations and communities. This new training series will provide a practical introduction to systems thinking principles, approaches and tools in order to integrate and use them in individual, organizational and community work. The series will include a variety of exercises, worksheets and assessment tools for practical application of the tools and concepts back home as well as a resource bibliography.

### **Learning Objectives**

As a result of the training series, participants will be able to:

1. Describe and apply selected systems thinking tools to address organizational and community problems and issues in new ways.
2. Analyze at least one current critical organizational or community issue using a systems thinking approach.
3. Develop a plan for bringing workshop learning back home to share and apply in some of the common decision-making and problem solving arenas that nonprofit leaders operate within: staff, board meetings committee meetings, strategic planning sessions.

### **Session 1 – Overview of Systems Thinking**

- Building a learning organization -- foundation for systems thinking.
- Introduction to Peter Senge's five disciplines of the learning organization.
- Laws of systems thinking.

### **Session 2 – Tools for Identifying Root Causes of Problems**

- Orientation to the use of three tools for identifying root causes: Force Field Analysis, Iceberg Worksheet, and Keep Asking Why Worksheet.

### **Session 3 – Identifying Driving Forces**

- Orientation to the use of the interrelationship diagram tool to identify and analyze the cause and effect relationships among root causes of a problem.
- Discovering driving forces as the basis for effective problem-solving.

### **Session 4 – Generating High Leverage Solutions**

- How to use knowledge of "driving forces" to find points within the system where small changes can have major impact.
- How to develop high leverage solutions to organizational and community problems.

### **Session 5 – Working with Mental Models**

- This session will build upon some of the mental models, beliefs and paradigms that we operate from in the nonprofit that influence how we act internally and externally.
- Participants will explore how these mental models are positively or negatively influencing the work of their nonprofits.

## Leading Capacity Building in Your Nonprofit: Three series

### Capacity Building Defined

There are many definitions of capacity building suggested by practitioners who work with nonprofit organizations. Most have several elements in common: they emphasize strengthening nonprofits and achieving sustainability; enabling nonprofits to achieve their mission is usually mentioned, along with increasing organizational effectiveness; and they identify specific areas of organizational capacity that should be addressed. The following definition captures the strengths of many definitions:

“Capacity building” refers to intentional, coordinated and mission-driven efforts aimed at strengthening the management and governance of nonprofits to improve their performance and impact. This occurs through organization development activities, such as leadership development, strategic planning, program design and evaluation, board development, financial planning and management and others.

### The Importance of Capacity Building

In order to survive—and thrive—wise nonprofits are seeking ways to continuously enhance their effectiveness. Capacity building strategies can help nonprofit organizations become stronger—more effective and efficient in their operations, more sustainable, and more capable of responding to the needs of their communities. Capacity building can help nonprofits prepare for and adapt to an environment of constant change. At the same time, funders, wanting to invest in organizations that operate efficiently and make a difference in communities, are paying greater attention to nonprofit capacity building; many are investing resources in capacity building, proposing models and becoming directly involved.

### Introducing the Capacity Building Webinar Series

We are offering a new webinar series to equip you with the tools you need to implement a proven capacity building initiative in your nonprofit. This four-part series will orient you and your leadership team to the Capacity Building Toolkit. This toolkit has been designed to support nonprofit leaders like you who wish to engage in capacity building in a systematic way.

The webinar series consists of three online orientation and training sessions. Each session is 75 minutes in length. Organizations will benefit the most if there is participation by a board and staff leadership team in the entire three series:

- Session 1 – Introduction to the capacity building toolkit and organizing your capacity building leadership team
- Session 2 – Orientation to the Assessment and Benchmarking Tool
- Session 3 – Orientation to the Action planning and implementation Tool

### Session 1 – Introduction to the Capacity Building Toolkit and Organizing Your Team

The first session in the training series provides an introduction to capacity building in nonprofit organizations with a focus on the Capacity Building Toolkit and the importance of board and staff leadership in the capacity building process.

This session will cover the following topics:

- Definition of nonprofit capacity building.
- Overview of capacity building process: model and steps.
- How to embed capacity building into the fabric of your nonprofit.
- Factors that contribute to capacity building gains.
- Capacity building best practices.

- The capacity building toolkit: A systems approach.
- Preparing for capacity building: getting your board “on board” and establishing your leadership team.
- Next steps in the training series.

### **Session 2 – Orientation to the Assessment and Benchmarking Tool**

The Assessment and Benchmarking Tool is used to conduct an initial assessment of the organizational capacity of your nonprofit. Completing this activity will enable you to establish capacity building benchmarks – a clear and detailed picture of the present level of organizational capacity with reference to six capacity elements: Mission, Vision and Strategy; Governance and Leadership; Service Delivery and Impact; Resource Development; Strategic Relationships; and Internal Operations and Management. The Assessment and Benchmarking Tool allows for benchmarking of capacity among four levels in none areas of capacity.

This session will cover the following topics:

- Introduction to the Assessment and Benchmarking Tool.
- Design of the tool: 4 levels of capacity.
- Good assessment practices.
- Assessment practices to avoid.
- Preparing for the next step: developing a capacity building action plan.

### **Session 3 – Orientation to the Capacity Building Action Planning Tool**

The Action Planning Tool enables you and other members of your capacity building team to use the results of your initial capacity building assessment to develop a plan of action for capacity building in your nonprofit. The capacity building action plan will include priority areas for capacity building, measurable targets for improvement, and capacity building activities to achieve the hoped-for gains.

This session will cover the following topics:

- Orientation to the Action Planning Tool.
- Identifying the driving forces for change.
- Incorporating range of capacity building strategies, resources and activities into your plan.
- Orientation to the online capacity building resource inventory.
- Preparing for implementation of your capacity building action plan.

## Governing for the Future Training Series

### The Training Need:

Board effectiveness and the performance of individual board members continues to be a top concern among nonprofits. According to a recent survey of regional and national studies concerning the challenges facing nonprofits, building an active and strategically oriented board of directors was cited as the most frequent concern. The *Governing for the Future Training Series* is designed to address this need. The program content can be offered as webinars, in person, or in a blended format. Topics can also be offered as half day and full day workshops as well as conference keynotes. We can also help you design a training series to address your organization's unique needs.

The *Governing for the Future Training Series* includes the following sessions:

- Governing for the Future: Laying the Foundation/Getting Started
- The Board Role in Strategic Thinking and Planning
- Aligning Recruitment with Your Strategic Plan
- Redesigning Meetings to Increase the Impact of the Board
- Board Committees and Workgroups: Getting it Done!
- Developing an Effective Board-Executive Director Partnership
- Board Succession Planning: Building the Leadership Pipeline
- Conducting a Board Assessment: Pathway to Increased Governance Capacity
- The Board Role in Advocacy and Public Policy Work

### Session Descriptions:

**Governing for the Future: Laying the Foundation/Getting Started** For a nonprofit to succeed, it must have a board that is passionately committed to the mission, possesses substantial leadership skills and expertise, and is organized for strategic leadership. Nothing less will do at a time when boards are challenged with building long-term financial sustainability, weighing strategic restructuring options, planning for board leader succession, and more. The unrelenting pace of change challenges boards to look and act differently; and traditional governance models will not suffice. Some boards have already made the transition. They possess a number of qualities and characteristics that together define a new profile of board effectiveness.

**The Board Role in Strategic Thinking and Planning** Do you have a clear picture of where your nonprofit is, where it should be going, and how to get there? Strategic planning is a process that helps to answer these questions. And in today's unstable, ever-changing environment, strategic planning is a **MUST** for nonprofit organizations. Strategic planning is at the heart of governance and board members have a critical role to play. This session will be a practical and usable introduction to the key concepts and techniques of strategic planning and thinking, and organizational visioning, and the way these activities can serve as the foundation for strategic board leadership. Participants will leave with a clear understanding of what nonprofits can gain from strategic planning.

**Aligning Recruitment with Your Strategic Plan** Recruiting the best leaders to build a diverse, engaged, high performing board requires attention, time and lots of work. You have to start with the mission, review your organization's strategic priorities and then identify the knowledge and skills necessary if the board is to do its part in advancing those priorities; This workshop will cover the basics of strategic board recruitment and then quickly move beyond these basics to orientation and training. Board training starts with orientation and continues as an ongoing process of raising the skills and competencies of board members. Building board skills is a strategic and long-term process that

includes ongoing board training on topics related to governance and strategy as well as the larger service context in which your nonprofit works.

**Redesigning Board Meetings: Increasing the Impact of the Board's Work** Well designed and well run board meetings are critical to the governing success of your Board of Directors. This session will provide tools and techniques needed to transform your board meetings from "traditional" characterized by an emphasis on transmission of information and reports, reuse of the same agenda structure month after month with a focus on the past to the new approach characterized by an emphasis on participation and action, strategic and generative thinking, effective use of consent agendas, monitoring mission impact, and defined meeting outcomes with a focus on the future.

**Board Committees and Workgroups: Getting it Done!** Since much of the board's work is done through committees, a strong, functioning committee structure is indispensable. Topics include proven tools and techniques for increasing committee effectiveness; Pros and cons of executive committees, Aligning the committee structure with your strategic plan; Use of workgroups and task forces; and, Developing new leadership through committees.

**Developing an Effective Board-Executive Director Partnership** Exceptional boards govern in constructive partnership with the executive director, recognizing that the effectiveness of the executive director and the board are interdependent. This session will clarify the respective roles of the executive director, board chair and the board, and explore how to develop a successful partnership that moves the organization forward.

**Board Succession Planning: Building the Leadership Pipeline** Board leader succession planning is an ongoing part of organizational development and sustainability in nonprofit organizations. One of the key roles of the Board is to continually ensure that it has the right set of skills, talents and attributes represented in its Board members. This session will provide tools and techniques needed to develop a board leadership succession process that is aligned with the strategic plan and ongoing recruitment and development.

**Conducting a Board Assessment: Pathway to Increased Governance Capacity** One of the most reliable ways the board can strengthen its performance as a governing body is to periodically assess its own performance. The "Conducting a Board Assessment" will provide you with the information, tools and techniques for conducting a board assessment in translating the results into a board improvement action plan. The webinar will cover the following topics: Preparing your board for assessment; Profile of an effective Board; The board development cycle; Survey of board assessment tools and approaches; Translating assessment results into a board improvement action plan

**The Board Role in Advocacy and Public Policy Work** Advocacy capacity is the infrastructure you build around social change work– the policies, resources, relationships and organizational practices that facilitate advancing your advocacy agenda. The purpose of this session is to provide strategies for initiating and sustaining capacity building efforts in your nonprofit to support effective advocacy. Note: the session will not provide training on *how to do* effective advocacy but rather how to lay the internal groundwork to position your nonprofit *to do* effective advocacy. The session will emphasize the role of the board in this important work.

**For more information:**

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***Helping Determined Nonprofits Harness the Power of Shared Vision . . .***