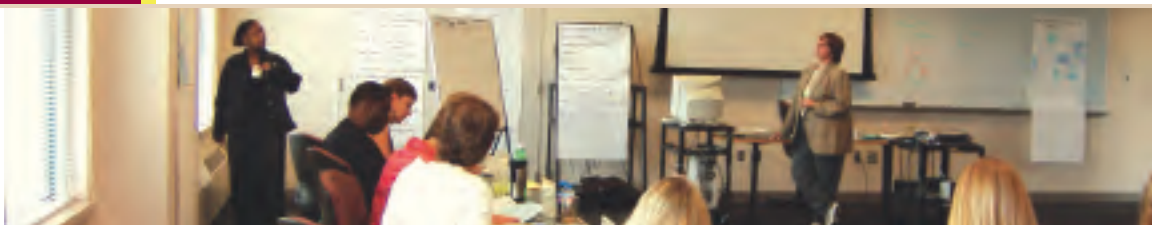




School of
Continuing Education

The Professional Certificate in Nonprofit Management

Building Leadership Skills Throughout the Nonprofit Sector



HBI

Helen Bader Institute for
NONPROFIT MANAGEMENT
at the University of Wisconsin-Milwaukee



Janet Robinson,
*Nonprofit Certificate
2009 Recipient*

The Professional Certificate in Nonprofit Management



By providing critical strategies for success, the noncredit Professional Certificate in Nonprofit Management helps today's nonprofit leaders survive and thrive within the growing nonprofit sector.

Over the past seven years, this certificate program has attracted more than 430 individuals and nearly 2,600 multiple enrollees into its 18 workshops. Roughly 200 nonprofit organizations across the greater Milwaukee area have sent current and future leaders to the program, resulting in over 70 completion certificates and over 330 mini-certificates. The UWM School of Continuing Education and the Helen Bader Institute for Nonprofit Management continue to support these leaders who have dedicated their time and resources to increasing the capacity of the nonprofit sector.

Join us in our efforts to strengthen the nonprofit sector that we serve!

About the Professional Certificate in Nonprofit Management

If you are a nonprofit professional or volunteer committed to developing knowledge and leadership skills (and are not currently seeking a master's degree or graduate level certificate), then this certificate was designed especially for you.

Earn the certificate by completing all 18 workshops along with a four-hour "capstone" session. Mini-certificates are earned by completing any of the five major competency areas:

- Nonprofit Human Resource Development (HRD)
- Nonprofit Oversight and Ethics (OE)
- Nonprofit Planning and Programming (PP)
- Nonprofit Economics and Finances (EF)
- Nonprofit External Relations (ER)

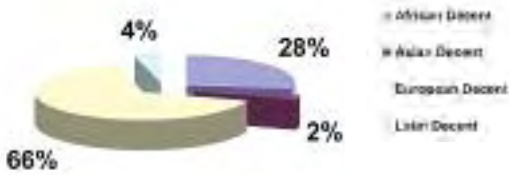


The program consists of 112 workshop hours or 11.2 CEUs. The fee for each workshop is \$165; \$150 with early registration. All registrations and payments are handled through the UWM School of Continuing Education. CEUs are awarded upon completion of each workshop.

2007-2008 Service Demographics

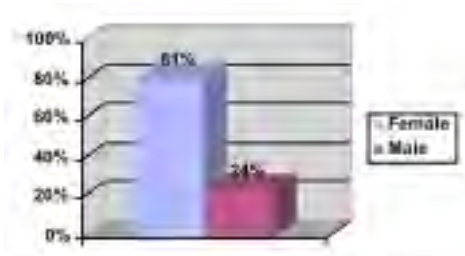
Ethnicity

(A)



Gender

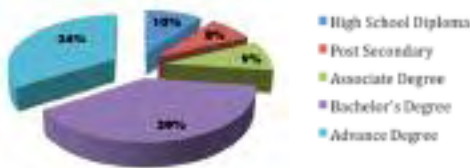
(B)



Education

(C)

mentioned on page 12



Funding support for the Professional Certificate in Nonprofit Management program has been provided by the Helen Bader Foundation, the Faye McBeath Foundation and United Way of Greater Milwaukee.

Program Highlights

The Professional Certificate in Nonprofit Management continues to train and engage today and tomorrow's nonprofit leaders throughout greater Milwaukee since its inaugural year in 2002. It has offered professional development education to over 400 individuals in the past seven years. These individuals are representatives of many sub-sectors within the southeastern Wisconsin nonprofit sector, including:

- Arts
- Education
- Faith-based groups
- Professional associations
- Social services

Our students find the learning experience and networking opportunities continuous; many have developed ongoing collaborations with classmates within the program. See page 5 for the list of 2008's certificate recipients. For a complete list of certificate recipients since 2004, visit sce-nonprofit.uwm.edu.

Since 2002, the Professional Certificate in Nonprofit Management program has trained nonprofit leaders from roughly 200 agencies throughout greater Milwaukee and surrounding areas. These agencies have varied in size, demographic and overall mission. However, they all have had one aspect in common: they were committed to improving their agency's effectiveness and the efficiency of the nonprofit sector as a whole.

Why Should You Attend?

Many nonprofit leaders, at various levels in management, have attended the certificate program as a part of their ongoing professional development. We offer a unique blend of theory, group activities and case studies to meet each participant at her/his level. Armed with best practice tools and techniques, our students return to the nonprofit sector ready to meet and overcome today's challenges.

Our workshops offer you an opportunity to share ideas and experiences with others within the nonprofit sector. Past students have enjoyed the feeling that they were not alone in their daily challenges. Networking opportunities also allows you to experiment with new ideas in a comfortable knowledge-building environment.

Workshops are led by qualified instructors with at least 15 years working experience within the nonprofit sector and additional teaching expertise. The program continues to receive above average evaluation ratings from past students year after year.

The certificate was designed with the working nonprofit leader in mind, giving you the maximum amount of flexibility in how you attend and complete the program. Each workshop is held annually. All workshops are stand-alone topics and may be taken in any order*.

* With the exception of Financial Management 1 & 2 and Fundraising 1 & 2. They must be taken in sequential order.

Organizations we serve

4C Comm. Coord. Child Care
 9 to 5
 Abundant Life Ministry
 ACLU of Wisconsin, Inc.
 Adaptive Comm. Approach Prog
 Adoption Resources of WI
 AGAPE Community Ctr of Milw.
 AIDS Resource Center of WI
 Alliance Francaise De Milw.
 Alverno College
 American Edu. Reform Council
 American Red Cross
 American Red Cross-Neenah-Menasha
 Chapter
 ARC Milwaukee
 Archdiocese of Milwaukee
 Assn. of Equipment Manufacturers
 Autism Society of SE WI
 Badger Association of the Blind
 Best of Friends of Neenah-Menasha
 BloodCenter of Wisconsin
 Bob Daniel Foundation, Inc.
 Cadbury-Schweppes
 Catholic Charities
 Cedar Community
 Center for Jewish Life
 Charles Allis/Villa Terrace Art Museum
 CHASE
 Children's Rainbow Learning Ctr
 Children's Service Society Of WI
 CIP/COP Program
 Citizen Advocacy of Washington County
 COA Youth & Family Centers
 College Readiness 21
 Community Care for the Elderly
 Cornerstone of Oak Creek
 Council on Alcohol and Other Drug
 Abuse of Washington Cnty
 Curative Care Network
 Cystic Fibrosis Foundation
 Delafield Public Library
 Dept. of Public & Comm. Health
 Diverse & Resilient/Public Allies
 Domestic Abuse Intervention
 EDI
 EINPC
 Emerita
 Empowering Social Integration
 Individually - ESII, Inc.
 Executive Director, Inc.
 Family of Hope
 Family Res. Ctrs of Sheboygan
 First Assembly of God
 1st Unitarian Society of Chicago
 First Unitarian Society of Milw.
 Fleck Foundation
 Food Pantry of Waukesha Cnty
 Friends of Abused Families - West Bend
 Friends of Milwaukee's Rivers
 Friends of the Mill Pond & OC Waters
 Funeral Service Foundation
 Geneva National Golf Club
 Grace Evangelical Lutheran Church
 Grandmothers Beyond Borders
 Great Lakes Higher Education
 Greenfield Public Library
 Greenpath Debt Solutions
 Guest House of Milwaukee
 Haire Foundation Inc.
 Hales Corner Public Library
 Health Care For The Homeless
 Healthspan
 Hebron House of Hospitality Inc.
 Historic Milwaukee
 Hmong First Baptist Church
 Hunger Task Force of Milw.
 hyPERformance dance
 IndependenceFirst
 Interfaith Caregiving Network
 Interfaith Older Adult Programs
 Jewish Family Services
 Jewish Social Services of Madison
 Justice 2000
 Kairos Ministry Group
 La Causa, Inc.
 Lad Lake
 LARAVE
 Legal Aid Society Of Milwaukee
 Literacy Services Of Wisconsin
 Little Lambs Christian Learning Center
 Local Initiatives Support Corp (LISC)
 Lutheran Social Services Of Wisconsin &
 Upper Michigan
 M & S Clinical Services, Inc.
 Madison Area Down Syndrome Society
 Marquette University
 MCCA Sports
 Medical College of Wisconsin
 Milwaukee Aging Consortium
 Milwaukee Center For Independence
 Milwaukee Christian Center
 Milwaukee County Dept of Audit
 Milwaukee Habitat for Humanity
 Milwaukee Institute of Art Design
 Milwaukee Mental Health Associates
 Milwaukee Mental Health Services
 Milwaukee Public Theater
 Milwaukee Spectrum
 Milwaukee Urban Gardens
 Milwaukee Women's Center Inc
 Morality in Media of Wisconsin
 Mt. Meru Tumaini Health Clinic Inc.
 Multicultural Center
 NACCC
 NAMI Racine
 National Black United Fund, WI Chapter
 National Lung Cancer Partnership
 National MS Society of Wisconsin
 Neighborhood House of Milwaukee
 New Concept Self Development Center
 Oak Creek Community Center
 Oconomowoc & Lake Country Museum
 Ozaukee Washington Land Trust
 PAVE
 Pearls & Ties Inc.
 Pilgrim Rest Baptist Church
 Pro-Life Wisconsin
 Public Allies Milwaukee
 Racine County Food Bank
 Racine Health Department
 Rethinking Schools
 Roger Memorial Hospital
 Safe & Sound Inc.
 SERVE Enterprises/Shepherds Ministries
 Shalom Zone, Inc.
 Shepherds Ministries
 Shey-Lee Community
 Social Development Commission
 Sojourner Truth House
 South Milwaukee Performing Arts
 Center
 Southside Organizing Committee
 Spiritual Living Center
 St. Ann Center for Intergenerational
 St. Catherine Residence
 St. Francis Children's Center
 St. Joseph Church
 St. Matthias
 St. Timothy Baptist Church
 Successful Words
 Sun Prairie Chamber of Commerce
 Teen Approach, Inc.
 The Burleigh Street Community
 Development Corporation
 The Council on AODA of Washington
 Cnty
 The Counseling Center of Milw.
 The Healing Center
 The Lynde & Harry Bradley Foundation
 The Movement Disorder Society
 The Open Gate
 The Parenting Network
 The Salvation Army
 The Waukesha Civic Theatre
 Trinity Fellows Program
 United Community Center
 University of WI - Parkside
 UpConnection, Inc.
 UW Extension - The Family Living Dept.
 UWM Center for Urban Initiatives &
 Research
 UWM-Center for International Education
 UW-Oshkosh Women's Center
 Village of Big Bend
 Vision To Action
 Volunteer Center of Greater Milwaukee
 WasteCap Wisconsin
 WCS Bridge Halfway House
 Wellness Council of Wisconsin
 WI Business Initiative Corp.
 WI Community Services, Inc.
 WI-Facets
 Wisconsin Community Services
 Wisconsin Council of the Blind &
 Visually Impaired
 Wisconsin Regional Training Partnership
 Wisconsin State Golf Assoc.
 WISCRAFT INC
 WUWM-Milwaukee Public Radio
 WWBIC
 YMCA Camp Matawa Branch
 YMCA West Suburban Branch

Who is Leading the Way?

The 2008 Professional Certificate in Nonprofit Management Recipients



Joana Briggs



Bradley Brown



Marcy Essman



Raynelle Heil



Ann Hunt



Janet Middlestadt



Angela Robbins



Scott Stokes



Carol Weber



Nellie Weddle



Jacqueline Williams



Christopher Wright

Not pictured: Huda Alkaff

Two Free Workshops for Nonprofit Newcomers

The following free workshops offer you a preliminary step to increase your awareness of the nonprofit sector. While they are not required to complete the certificate, they do provide an overview of the history and language of nonprofits.

Diversity in Action: A Historic Look at Nonprofit Organizations

Explore the history of nonprofit organizations' dynamic contributions to American society. Special attention is given to people of color and their role in the development and leadership of nonprofit organizations. Historical events leading to the formation of nonprofits and the philosophies and challenges they faced are discussed.

The Language of Nonprofits

Discover basic concepts and language of the nonprofit sector. Discuss questions such as:

- What characteristics define a nonprofit organization?
- How does the nonprofit sector differ from other sectors?
- What are the goals of nonprofits?

By answering these questions, you are introduced to commonly used nonprofit terminology and ideas.



“This program has offered/provided me with a wonderful, rich nonprofit perspective that also provides tools and skills to move theory to action.”

– A. Hunt

The Curriculum

I. Mini-Certificate in Nonprofit Human Resource Development

Workshop #1: Effective Employee Management for Nonprofit Organizations

Explore the key human resource management issues that are critical for nonprofit leadership. Improve your awareness regarding best practices in performance management systems, personnel policies and job designs. Strengthen your knowledge of legal, technical and practical issues, which are important for better controls, compliance and growth for your organization.

*"The class was great & very informative.
I learned a great deal!"*

– S. McFarland

Workshop #2: Valuable Volunteer Management Tools for Nonprofit Organizations

Volunteers are critical components to the operation of many successful nonprofit organizations. Explore best practices for volunteer management including effective skill utilization, performance recognition, recruitment, training and liabilities.

Workshop #3: Creative Nonprofit Leadership

Leadership is a skill, like any other, that can be learned, honed and grown. It consists of being more than a good manager; rather, it also focuses on the approaches that are needed to lead a team of people to accomplish shared goals. Learn creative ways to lead your team to positive outcomes.



The Curriculum

II. Mini-Certificate in Nonprofit Oversight and Ethics

Workshop #4:

Ethics and Values in the Nonprofit Sector

Explore key moral issues of and managerial approaches to promoting ethical conduct among nonprofit employees. Learn how to promote proper conduct, how to manage ethically and how to handle potential problems in enforcing rules on ethical behavior in philanthropy and the nonprofit sector.

Workshop #5:

Inclusion Strategies for Nonprofit Organizations

Learn ways to create an environment that is aware of and respects the broad spectrum of human diversity, which is imperative for healthy organizations today. Increase your understanding of all aspects of inclusion to promote more productive work groups. Learn skills and competencies you need for working within an inclusive team.

Workshop #6:

Legal Concepts Essential for Nonprofit Organizations

As a nonprofit organization it is paramount that you are fully aware of the legal framework under which nonprofits operate and are regulated. This workshop will discuss your administrative and tax requirements. Review legal rights and responsibilities involved in the daily activities of nonprofits including boards, executive directors, fundraisers and employees.



Workshop #7:

Nonprofit Boards and Governance

Boards that govern effectively are essential to the success of any nonprofit. This workshop focuses on why boards exist, the board's roles and responsibilities and relationship to their staff. This workshop offers tools for enhancing board effectiveness including board recruitment and development, meeting management goals and self-assessment.

The Curriculum

III. Mini-Certificate in Nonprofit Planning and Programming

Workshop #8:

Developing a Strategic Plan for Your Nonprofit Organization

An effective strategic plan creates effective thinkers throughout an organization. This workshop presents a model to achieve a critical level of strategic thinking in all employees. Participants apply the tools to their own agency — or team/department — and identify next steps in creating strategic thinkers on their team.

Workshop #9:

Organization Development and Analysis

Given the rapidly developing changes in our society, a successful nonprofit organization needs to systematically and continually monitor its environment, identify trends that will affect the organization and act accordingly. As the leader and change agent, you are often responsible for assuring that your organization adapts internally to changing times and external circumstances. Learn various approaches to assess, introduce and implement necessary change that is successfully incorporated into the organization's values, culture and operations.

Workshop #10:

Program Planning and Delivery

Delivering effective programs that achieve results is at the core of a nonprofit's existence. Good program planning is no accident; it involves a logical process that begins with the desired impact and takes into account a range of factors, such as the organization's mission, community needs and environment, potential for economic support and more. Learn to use tools to think through the components of a program that increase its likelihood for successful delivery and results, and that help build the case for support.

Workshop #11:

Program Performance Measurement and Evaluation

Nonprofit managers need to know if their programs are achieving results and furthering the organization's mission. Managers also need to know if programs are operating efficiently and using resources wisely. Gone are the days when "doing good" is enough to attract support. This workshop identifies evaluation techniques that can help managers demonstrate whether programs are operating as designed and if they are achieving desired results, providing the basis for improvement and support.



The Curriculum

IV. Mini-Certificate in Nonprofit Economics and Finances

Workshop #12: Financial Management, Part 1

Analyze the principles of financial management for nonprofits. Learn to apply the fundamentals of accounting, budgeting processes, cash flow analysis, expenditure control, long-range financial planning, audits, grants and contracts to nonprofit organizations.

Workshop #13: Financial Management, Part 2

This workshop provides an in-depth study of budgeting and planning, tax issues and internal/external reporting requirements for financial management.

“I will immediately implement and improve internal controls, cash controls and 2010 & 2011 budget projections based on programs. I’m excited!”

– Rev. L. Stewart-DeSnoo

Workshop #14: Basic Fundraising and Revenue Development, Part 1

One of the major challenges facing nonprofit leaders today is ensuring that the organization has the financial resources it needs to meet its mission and serve its constituency. Learn about the basic types of revenue available to nonprofits. Zero in on principles of ethical fundraising, how to manage the philanthropic process and develop plans that will enhance the effectiveness of staff and volunteers.

Workshop #15: Fundraising and Revenue Development, Part 2

Building on the basics of Basic Fundraising and Revenue Development Part 1, explore the structure of an effective, professional development team, the role of institutional planning in setting fundraising goals, how to create an annual development plan, and how to prepare for and implement capital campaigns and planned gift programs. The movement of nonprofit organizations toward earned income strategies will also be discussed.

The Curriculum

V. Mini-Certificate in Nonprofit External Relations

Workshop #16:

Information Management and Technology

Savvy nonprofit leaders recognize that technology is no longer an option; it needs to be better understood and managed. Nonprofits can benefit from the many technology tools available to enhance their organization's reach, efficiency and effectiveness and meet their information needs. Learn more about information management, technology options, confidentiality, security, legal compliance and more.

Workshop #17:

Nonprofit Marketing and Communications Strategies

Marketing is no longer something that only for-profit companies engage in. It is a comprehensive approach to providing services to clients and customers including product, pricing, placement (i.e. location) and promotion. This workshop will also explore a systematic framework for preparing a comprehensive communication plan for reaching internal and external stakeholders including media, citizen and community relations.

"This workshop illustrated real-world marketing solutions I can take back to my organization - it was great!"

– K. Wells

Workshop #18:

Legislative Relations for Nonprofit Leaders

One of the important roles of the nonprofit sector is to advocate for social and governmental changes necessary to achieve the full potential of all members of our community. For some agencies, advocacy is their main mission, for others it is one of many missions. Learn effective methods of legislative relations, especially direct contact with government decision makers.

Final Workshop

Capstone (Half Day)

In this final workshop, you will pull together everything you've learned in the 18 workshops, make connections, identify common themes. What does it take to be a better leader? Then, receive your certificate of completion!

Note:

Mini-certificates are awarded to students confirming completion of any of the four major competency areas: Nonprofit Human Resource Development (HRD), Nonprofit Oversight and Ethics (OE), Nonprofit Planning and Programming (PP), Nonprofit Economics and Finances (EF), Nonprofit External Relations (ER)

Workshops in the Professional Certificate in Nonprofit Management can be taken in any sequential order with the exception of Financial Management 1 & 2 and Fundraising and Revenue Development 1 & 2. The Capstone session MUST be taken as the last workshop.

Pathways to Additional Educational Opportunities

Over the past seven years, we have documented that our students have a very diverse educational background. Chart C on page 2 is an illustration of this diversity. Below is a listing of next step opportunities, ranging from introductory online programs for those new to the nonprofit sector and have not taken the face to face Professional Certificate in Nonprofit Management to the advanced student who would like to pursue a Master's Degree in Nonprofit Management.

New

Online Introductory Nonprofit Management Program

We are pleased to present the new offering of the introductory nonprofit education program. The new online program is a great option for those new to the sector and would like to gain a better foundation before beginning the face-to-face Professional Certificate in Nonprofit Management. This program consists of seven individual topics, giving you a great foundation of the nonprofit sector. Topics include:

- Board and Volunteer Development
- Financial Statement
- Leadership
- Strategy for Non-Profit Organizations
- Budgeting
- Fundraising
- Principles of Marketing

For additional information visit sce-nonprofit.uwm.edu.

Bachelor of Science in Community Education, School of Education

This program provides the necessary skills for those involved in community change activities. Focus on improving students' ability to function in educational roles within institutions such as hospitals, community-based organizations, schools, government and charities. **Your completion of our Professional Certificate in Nonprofit Management will make you eligible for three credits towards the Community Organizing degree program.** For additional information, please contact Florence Johnson at 414-299-6550 or visit the website listed below.

www4.uwm.edu/soe/academic_programs/edpolicy.cfm

Graduate Certificate in Nonprofit Management

The multi-disciplinary Graduate Certificate in Nonprofit Management program is jointly offered by the College of Letters and Science and the School of Business Administration and is the first graduate-level program to be offered by any college or university in the State of Wisconsin that has been specifically designed for the leaders and managers of nonprofit organizations.

www4.uwm.edu/business/programs/certificates/certnonprofit.cfm

Master of Science in Nonprofit Management and Leadership

The College of Letters and Science and the Sheldon B. Lubar School of Business offer and present jointly the Master of Science (M.S.) in Nonprofit Management and Leadership. The program is designed to provide students with the essential theoretical and practical knowledge and skills needed to be successful in managing and leading nonprofit sector organizations.

www4.uwm.edu/milwaukeeidea/hbi/education/graduate.html

Osher Reentry Scholarships

This program is designed for adults who are new to college or previously started a university program but did not finish. Special consideration is given to students studying aging, arts, early childhood development, education, environmental sustainability, public sector or nonprofit management and youth work.

www4.uwm.edu/sce/program_area.cfm?id=3641

General Information

Cancellation Policy

A full refund is issued to workshop participants if the School of Continuing Education cancels a workshop for any reason. Unless otherwise stated, the School also issues a full refund when a workshop cancellation notice is received from a participant more than 10 business days before the start of the workshop. A \$25 fee is charged when enrollment has not been cancelled five business days prior to a workshop session; you may transfer to a later workshop.

Scholarships

A limited number of scholarships are available to participate in workshops as a part of the certificate program. Scholarships are awarded on a needs basis. Applications are available online at sce-nonprofit.uwm.edu. For additional information, call Shirley Bufford at 414-227-3157, or email sbufford@uwm.edu.

Quality and Assurance Council

The Quality and Assurance Council is the governing body of the certificate. The Council's members are responsible for reviewing certificate curriculum guidelines, making recommendations and modifications as needed; ensuring appropriate diversity in workshop offerings; and making certain that workshops are at a high level of quality. The Council is comprised of representatives from the Helen Bader Institute, UWM School of Continuing Education, other UWM schools and colleges, nonprofit management support organizations and other colleges and universities in the Milwaukee area.

For more information

**Send inquiries to
Shirley Bufford**
Professional Certificate
in Nonprofit Management
UWM School of Continuing Education
161 W. Wisconsin Ave., Ste. 6000
Milwaukee, WI 53203-2602
Phone: 414-227-3157
Fax: 414-227-3330



University/Community Partnership

The UWM School of Continuing Education extends the resources of UW-Milwaukee to the people, agencies, businesses and governments of our local and global communities through education, partnerships and applied research. With nearly 1,200 noncredit, select credit and certificate programs offered, we annually attract over 19,000 participants of all ages who seek high-quality professional development and personal growth opportunities led by knowledgeable and experienced instructors.

Visit sce.uwm.edu

The Department of Governmental Affairs supports public and nonprofit sector managers. We partner with individuals and organizations to achieve improved policies, services and operations.

Visit sce-gov.uwm.edu

The Nonprofit Portal

The Nonprofit Portal is a clearinghouse where agency staff can find information on professional development, training and education opportunities in the Greater Milwaukee area. The site includes links to local and national organizations serving nonprofits in a variety of areas, including fundraising, board structure and information technology. The portal is a project of the Helen Bader Institute for Nonprofit Management at UWM and represents the work of a coalition of nonprofit provider organizations.

Visit nonprofitmilwaukee.org

The Helen Bader Institute for Nonprofit Management

Established in 2001, the Institute functions as a partnership between Milwaukee area foundations and other nonprofit organizations and UWM to improve the leadership and effectiveness of nonprofits by:

- Developing and offering degree and non-degree educational programs in nonprofit management and leadership
- Designing and conducting research programs that generate knowledge about the nonprofit sector, nonprofit organizations, nonprofit management and leadership and philanthropy
- Providing other services that help nonprofits build their capacity in a range of areas
- Strengthening diversity of the nonprofit sector

Visit helenbaderinstitute.uwm.edu

No Wisconsin tax dollars were used in the printing of this publication.

In Partnership with
UW-Extension

NEW
Online Introductory Nonprofit Management Program
(see page 15)



School of Continuing Education
Helen Bader Institute for Nonprofit Management
161 W. Wisconsin Ave., Suite 6000
Milwaukee, WI 53203

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Keycode: VPPDF
Message Code: AP-09-09-W



Professional Certificate in Nonprofit Management



Building Leadership
Skills Throughout the
Nonprofit Sector