

Printed on recycled paper using vegetable based inks.

**In This Issue**

**Axelson Center  
 Fall Workshop  
 and  
 Webinar Series**

See inside for our  
 lineup of more than  
 20 highly-relevant  
 training sessions.

**Axelson Center Free Online Resources**

**Axelson Gateway**

Greater Chicago Nonprofit Gateway  
[www.nonprofit.northpark.edu](http://www.nonprofit.northpark.edu)

This nonprofit community includes:

- Job Board
- News
- Workshops and Trainings
- Community Blogs
- Tips and Resources

All specifically geared toward the nonprofit sector. Join this free community at [www.nonprofit.northpark.edu](http://www.nonprofit.northpark.edu).

**Nonprofit Chicago**

Helping Do Gooders Do Better  
[www.chicagonow.com/nonprofit-chicago](http://www.chicagonow.com/nonprofit-chicago)

Chicago's nonprofit community is already vibrant. But who says we can't:

- Uncover (and rediscover) vital resources;
- Start compelling conversations;
- Make introductions (think networking); and
- Give a voice to Chicago nonprofits?

Join the conversation at:

[www.chicagonow.com/nonprofit-chicago](http://www.chicagonow.com/nonprofit-chicago)

**FREE WORKSHOP:**

WEDNESDAY, SEPTEMBER 21, 2011 | 9-11 A.M.

**Grow Your Own Pro Bono Program**

WEDNESDAY, SEPTEMBER 28, 2011

PART I: 9 A.M.-12 P.M. | PART II: 1-4 P.M.

(Lunch provided for those attending all day.)

**Your Case for Support: Translating Your Strategic Plan into Donor Values**

WEDNESDAY, OCTOBER 5, 2011 | 9 A.M.-4 P.M.

**How to Start Your Own Consulting Business**

TUESDAY, OCTOBER 11, 2011 | 9 A.M.-4 P.M.

**The Essentials of Grant Writing**

**FREE WORKSHOP:**

THURSDAY, OCTOBER 13, 2011 | 9-11 A.M.

**Feedback That's Valuable: Building Staff Performance Through Real-Time Feedback**

WEDNESDAY, OCTOBER 19, 2011 | 9 A.M.-12 P.M.

**Effective Staff Supervision**

WEDNESDAY, OCTOBER 19, 2011 | 1-4 P.M.

(Lunch provided for those attending all day.)

**Managing and Developing Individuals in the High Performance Organization**

WEDNESDAY, OCTOBER 26, 2011 | 9 A.M.-12 P.M.

**Succession Planning and Leadership Development: Mining your Organization's Talent**

WEDNESDAY, NOVEMBER 2, 2011 | 9 A.M.-12 P.M.

**Program Evaluation for Greater Impact**

THURSDAY, NOVEMBER 10, 2011 | 9 A.M.-12 P.M.

**Becoming a Dynamic Volunteer Program—Helping Volunteers Move from Do-Gooders to Stakeholders**

WEDNESDAY, NOVEMBER 16, 2011 | 9 A.M.-12 P.M.

**“What If” Financial Planning**

TUESDAY, NOVEMBER 29, 2011 | 9 A.M.-12 P.M.

**Strategies to Build a Better Board**

THURSDAY, DECEMBER 1, 2011 | 9 A.M.-12 P.M.

**Social Media 2011: Developing a Social Media Plan That Works for Everyone**

WEDNESDAY, DECEMBER 7, 2011 | 9 A.M.-12 P.M.

**Strategies for Developing Self-Generated Income**

**2011-2012 Webinar Series**

WEDNESDAY, OCTOBER 12, 2011 | 12-1 P.M. (CST)

**Creating a Culture of Success**

WEDNESDAY, NOVEMBER 9, 2011 | 12-1 P.M. (CST)

**Who's Steering This Ship Anyway?**

WEDNESDAY, DECEMBER 14, 2011 | 12-1 P.M. (CST)

**My Boss Is the Board!**

WEDNESDAY, JANUARY 11, 2012 | 12-1 P.M. (CST)

**Program Evaluation Tools**

WEDNESDAY, FEBRUARY 8, 2012 | 12-1 P.M. (CST)

**Living in a Glass House**

WEDNESDAY, MARCH 14, 2012 | 12-1 P.M. (CST)

**Fundraising from the Top**

WEDNESDAY, APRIL 11, 2012 | 6-8 P.M. (CST)

**Aspiring CEO Networking Social**

*more information inside*

**THE AXELSON CENTER  
 FOR NONPROFIT MANAGEMENT**

*at North Park University in Chicago*

**About the Axelson Center for Nonprofit Management**

The Axelson Center at North Park University works to enhance performance and effectiveness of individuals and organizations in the nonprofit sector through education, service, and resources. Our vision is to help build vibrant communities in Chicago and beyond through strengthening nonprofit leadership.

**Professional Certificate in Nonprofit Management**

Choose any seven full-day workshops or programs and receive the Axelson Center Professional Certificate in Nonprofit Management. You can mix and match based on your interests and schedule. You can take up to two years to complete the certificate—most workshops will be offered annually with new topics added each year. A discounted certificate package is available. Please contact us for details.

**Workshop fees**

Full-Day Workshops: \$150  
*(includes lunch and course materials)*  
 Half-Day Workshops: \$75  
*(includes beverages and course materials)*



**Discounts**

- 20% Discount
  - Donors Forum members
  - United Way supported agencies
  - Nonprofits with an operating budget of \$1 million or less
- 50% Discount
  - Current North Park University students

**Location and directions**

The Fall 2011 workshops are located on North Park's Kedzie and Foster Avenue campus (3225 W. Foster Ave., Chicago) unless otherwise indicated. Detailed directions and maps are available on our website under each workshop.

**Cancellation and refunds**

We reserve the right to cancel any workshop. Should we cancel, registrants will receive a full refund.

Registrants choosing to cancel their workshop registrations will receive a refund minus a \$15 handling charge. Notice of cancellation must be received by the Axelson Center at least five working days prior to the workshop. We regret that no refunds can be made after that date under any circumstances.

[www.northpark.edu/axelson/workshops](http://www.northpark.edu/axelson/workshops)

**Workshop registration**

To register for a workshop using a credit card, visit [www.northpark.edu/axelson/workshops](http://www.northpark.edu/axelson/workshops) or call (773) 244-5799. Checks may be mailed to (please include workshop title, date, and contact information for participant):

The Axelson Center for Nonprofit Management  
 North Park University  
 3225 W. Foster Ave., Box 4  
 Chicago, IL 60625

Confirmation of your registration will be sent via e-mail prior to the scheduled event. We recommend registering at least two weeks prior to the workshop, as some workshops have limited space and fill quickly.

**Customized trainings**

The Axelson Center offers on-site, customized trainings and workshops on a variety of management, leadership, and skill-building topics. For more information, email [axelson@northpark.edu](mailto:axelson@northpark.edu) or call (773) 244-5747.

**Scholarship support**

Limited scholarship support is available. For more information, email [axelson@northpark.edu](mailto:axelson@northpark.edu) or call (773) 244-5799. Many foundations provide financial assistance for leadership development programs; ask your program officers if funding is available.

**Contact us**

The Axelson Center for Nonprofit Management  
[axelson@northpark.edu](mailto:axelson@northpark.edu)  
 Phone: (773) 244-5799



**THE AXELSON CENTER  
 FOR NONPROFIT MANAGEMENT**

*at North Park University in Chicago*

(773) 244-5799 | [axelson@northpark.edu](mailto:axelson@northpark.edu)

[www.northpark.edu/axelson](http://www.northpark.edu/axelson)

**2011-2012 Webinar Series**

Complete the entire webinar series (six webinars and one face-to-face networking session) for a discounted price of \$300. Participants of the series will receive an Aspiring CEO certificate of completion. Each individual webinar/session is \$50.

WEDNESDAY, OCTOBER 12, 2011 | 12-1 P.M. (CST)

**Creating a Culture of Success**

**Corinne M. Pierog, M.B.A., President, Sustainable Leadership Solutions**

What role does an organization's culture play in the service delivery and a nonprofit's overall success? How can nonprofit organizations create an environment to engage their most critical asset: their employees? How can nonprofits fulfill their missions in recruiting and retaining the best staff? Despite scarce resources, there are many ways that nonprofits can create a vibrant culture of leadership that supports the staff and affirms the individuals who are being served. During this session, we will address key success factors that contribute to an organization's ability to engage staff in fulfilling its mission and achieving its goals. Attendees will understand the organizational and societal factors which influence employee career development; examine prevailing mental models and learn to transform those models into effective tools for creating an organizational vision; and focus on the challenges of developing and engaging personnel not only technically but in leadership competency.

WEDNESDAY, NOVEMBER 9, 2011 | 12-1 P.M. (CST)

**Who's Steering This Ship Anyway?**

**Amy Wishnick, President, Wishnick & Associates, LLC**

So you're in charge and everyone's looking to you for guidance to key issues such as financial stability, organizational growth, and strategic direction. Participants will understand the importance of a strategic plan for guiding the organization and process for thinking and executing strategies as well as tools for communicating your strategies to others.

WEDNESDAY, DECEMBER 14, 2011 | 12-1 P.M. (CST)

**My Boss Is the Board!**

**David O. Renz, Ph.D., Director, Midwest Center for Non-profit Leadership at the University of Missouri—Kansas City**  
 Boards are sometimes collectively less rational and intelligent than each of the members individually. Why? Learn effective strategies for building strong and appropriate relationships with your board. Gain insight into the thoughts of boards, why and how they make decisions, how to manage the board and what they'll expect from you. Learn how to develop champions on your board who understand the internal workings of the organization.

WEDNESDAY, JANUARY 11, 2012 | 12-1 P.M. (CST)

**Program Evaluation Tools**

**Catherine Brown, Director of Development, Greater Chicago Food Depository**

Why evaluate your organization's programs and how important is the evaluation process, anyway? Program evaluation is an essential tool for improving your organization's overall effectiveness and impact. Program evaluation should be one of the essential pillars of your organization's strategies for development and growth. Participants will leave the session with various program evaluation frameworks and a step-by-step guide to launching their own work.

WEDNESDAY, FEBRUARY 8, 2012 | 12-1 P.M. (CST)

**Living in a Glass House**

**Kathryn M. Vanden Berk, J.D., Attorney at Law, Law Offices of Kathryn M. Vanden Berk, P.C.**

Enjoying the benefits of being a tax-exempt entity does not come without costs. The IRS, media, staff, public, and those benefiting from your programs have certain expectations. Ensuring that you meet those expectations of financial and legal diligence and disclosure could help you in leading one of the most trusted and respected organizations around. This session will present the "need-to-knows" when it comes to legal responsibility, employee law, and organizational transparency.

WEDNESDAY, MARCH 14, 2012 | 12-1 P.M. (CST)

**Fundraising from the Top**

**Mary F. Morten, President, Morten Group**

According to a survey conducted by the NonProfit Research Collaborative, only 52 percent of charitable organizations met their budgeted fundraising goals in 2010. Larger nonprofits with more resources to raise money did better than small organizations. Learn how to leverage opportunities and your position as the CEO by creating a diversity of funding sources for your organization. Check out some new fundraising vehicles and hone your cultivation skills in this hour-long webinar session geared toward current and future executives.

WEDNESDAY, APRIL 11, 2012 | 6-8 P.M. (CST)

**Aspiring CEO Networking Social\***

Are you thinking of pursuing a CEO position (either now or down the road)? This networking event will help you fast-track your career. Packed full of resources and connections critical for nonprofit CEOs, the evening will begin with a panel of current executive directors discussing their path to the top executive position. They will touch on the strategies and lessons they learned along the way. The event will include networking, vendor resources, and refreshments.

*\*Free for those completing the entire webinar series.*

# Axelson Workshops

FOR NONPROFIT PROFESSIONALS AND VOLUNTEERS

CONNECTING LEADERS. TRANSFORMING COMMUNITIES. FALL 2011

## Fall 2011 Workshops

[www.northpark.edu/axelson/workshops](http://www.northpark.edu/axelson/workshops)

### FREE WORKSHOP:

WEDNESDAY, SEPTEMBER 21, 2011 | 9-11 A.M.

#### Grow Your Own Pro Bono Program



**Stacey Boeke, Senior Program Manager, Taproot Foundation, Chicago Office**

Pro bono service from business professionals is a powerful tool that nonprofits can use to expand the capacity of their organizations. It can be challenging, however, to find the right volunteers and design the right projects to build capacity in nonprofits' key business

functions. At the end of this session, participants will know how to build and manage successful pro bono engagements on their own. Participants will gain an understanding of what pro bono is, when to use it, where to find it, and how to manage it effectively. In addition, an assessment tool will be provided to help nonprofit leaders take the necessary first steps in identifying the types of pro bono projects that will drive change in their organizations. The workshop is perfect for anyone interested in working with pro bono volunteers.

WEDNESDAY, SEPTEMBER 28, 2011

PART I: 9 A.M.-12 P.M. | PART II: 1-4 P.M.

(Lunch provided for those attending all day.)

#### Your Case for Support: Translating Your Strategic Plan into Donor Values



**Doug Diefenbach, Vice President of Campaign Strategy and Communications, Advocate Charitable Foundation**

You understand what you raise money for. You understand the basics of donor motivation. But to break through and bridge the two, you have to convey your strategic objectives in terms that will be valued by your constituents—that is, in terms of their own personal values and experiences, interests, and hopes. Ranging from the strategic to the highly practical, this workshop in “case craft” is appropriate for development professionals, executive directors, board members—or anyone facing the challenge of representing your organization and its vision to your constituents. Using best practices, discussion, and “tales from the front,” Part I prepares you to translate your strategic plan into donor benefits. Then stay on for Part II—a hands-on writing laboratory and focus group where you will begin to craft a new case for your institution, receiving instant expert feedback on your efforts.

Discover and practice the rational, stepwise process for breaking down your organization's visions and programs to the underlying values they represent—values your constituents will recognize readily and support generously.

WEDNESDAY, OCTOBER 5, 2011 | 9 A.M.-4 P.M.

#### How to Start Your Own Consulting Business



**Jimmie R. Alford, LL.D., L.H.D., Founder and Chair, The Alford Group**

This seminar, led by an individual who created one of the most successful consulting businesses in his field, will explore the full range of elements necessary to create and grow a successful consulting business, regardless of the industry. The questions that will be answered include: what should the business plan consist of; how do you market your services, and how do you know when you are being successful. Designed for those consultants who desire to grow their business as well as those contemplating starting a business, this full-day workshop will give participants the information necessary to be successful.

More information about the workshops, webinars, and bios of the instructors can be found on our website at [www.northpark.edu/axelson/workshops](http://www.northpark.edu/axelson/workshops).

### Webinar Faculty (See reverse side for session information.)

Catherine Brown, Director of Development, Greater Chicago Food Depository

Mary F. Morten, President, Morten Group

Corinne M. Pierog, M.B.A., President, Sustainable Leadership Solutions

David O. Renz, Ph.D., Director, Midwest Center for Nonprofit Leadership at the University of Missouri—Kansas City

Kathryn M. Vanden Berk, J.D., Attorney at Law, Law Offices of Kathryn M. Vanden Berk, P.C.

Amy Wishnick, President, Wishnick & Associates, LLC



TUESDAY, OCTOBER 11, 2011 | 9 A.M.-4 P.M.

#### The Essentials of Grant Writing



**Lisa Moultrie, M.A., Executive Director, Teach America's Children**

Learn the elements of a foundation or corporate grant proposal and how to write one yourself. This workshop focuses on how to develop and write strong project proposals that will attract the attention of funders. Participants will read and critique sample proposals and letters of inquiry, hone their skills through writing exercises, and learn how to

describe their organization's work more effectively. In the afternoon, participants will get one-on-one feedback on their writing sample. The workshop is a terrific beginning course for nonprofit staff and board members who want to learn more about this aspect of fund raising.

### FREE WORKSHOP:

THURSDAY, OCTOBER 13, 2011 | 9-11 A.M.

#### Feedback That's Valuable: Building Staff Performance Through Real-Time Feedback



**Cori Moschberger, LCSW, Owner/Consultant, Integrated Advising Services**

In this session, managers of staff and volunteers will learn how to provide effective, real-time feedback. From setting clear expectations to communicating without emotionally-laden language, participants will receive a neutral process for effectively delivering negative feedback to employees/

volunteers. They will also gain methods for on-going delivery of praise, which is important to provide consistent motivation to employees/volunteers. Understanding the methods of delivering praise and negative feedback should be part of an overall management strategy. Following the methodology presented in this session will lead to increased productivity and performance as well as effective and satisfied employees/volunteers.

WEDNESDAY, OCTOBER 19, 2011

PART I: 9 A.M.-12 P.M. | PART II: 1-4 P.M.

(Lunch provided for those attending all day.)

#### Part I: Effective Staff Supervision



**Catherine Marsh, Ph.D., Associate Professor, School of Business and Nonprofit Management, North Park University**

Incorporating the latest research and best practices for effective leadership and management of diverse teams, this interactive workshop will help you understand the differences among employees and determine how those differences create both functional and dysfunctional tension.

Additionally you will assess your own style of relating to employees, evaluate your strengths and weaknesses, and practice effective steps for conflict resolution. Open to all nonprofit staff and volunteers, this training will help attendees better understand their own individual relationship style, including how to develop their strengths and overcome weaknesses, and explore possible strategies for assessing and addressing interpersonal conflicts in the workplace.

#### Part II: Managing and Developing Individuals in the High Performance Organization

Employee competence, and its role in achieving peak performance, remains one of the hot issues in organizational management today. No organization can expect to outperform the competition unless it has the best human capital in pivotal positions. Yet it is not enough for individual leaders, managers, and employees to demonstrate personal competencies. Rather, an entire organization must be unified to create a culture of competence at every level. Based on current trends in performance management, this workshop will help you:

- Envision an integrated performance management system for your organization.

- Understand the role of employee development in performance management.
- Practice the use of performance competencies in job descriptions, job evaluation, and development plan creation.
- Understand the benefits of creating employee stakeholder maps.
- Discuss the pros and cons of connecting performance measures to compensation.
- Assess the potential ethical pitfalls within performance management systems.
- Acknowledge the necessity of termination.

WEDNESDAY, OCTOBER 26, 2011 | 9 A.M.-12 P.M.

#### Succession Planning and Leadership Development: Mining your Organization's Talent



**Mary F. Morten, President, Morten Group**

If you are concerned about replacing staff and the natural turnover that happens in all organizations, join us as we explore new ideas about how you can hire for the future growth of your organization. During this interactive workshop, participants will learn how to grow your organization's bench strength while developing a leadership pipeline for executive transitions. Suitable for executive directors and senior managers, this workshop will provide tools for succession planning and leadership development highlighting the 10 most critical steps to use when preparing and implementing a leadership transition. Participants have the option of receiving a 30-minute complimentary follow-up consultation with the workshop presenter.

WEDNESDAY, NOVEMBER 2, 2011 | 9 A.M.-12 P.M.

#### Program Evaluation for Greater Impact



**Catherine Brown, Director of Development, Greater Chicago Food Depository**

Why evaluate your organization's programs? If your first answer is, “because funders require it,” then you need to attend this session. Program evaluation is an essential tool for improving your organization's effectiveness and impact, whether or not any of your funders ever asks you for evaluation data again! Along

with strategic planning and a flexible communications strategy, program evaluation should be one of the essential pillars of your organization's development and growth. This workshop is intended for executive directors, program managers, and others with responsibility for program design and implementation. We'll use real-world examples to discuss Logic Models and Theories of Change; participants will leave the session with several optional evaluation frameworks, and a step-by-step guide to launching their own work.

THURSDAY, NOVEMBER 10, 2011 | 9 A.M.-12 P.M.

#### Becoming a Dynamic Volunteer Program—Helping Volunteers Move from Do-Gooders to Stakeholders



**Tony Escobar, M.A., Director of Community Relations, Breakthrough Urban Ministries**

These days, most organizations can recruit some volunteers to get a job done. The motivation to volunteer is as strong as ever, and the need for volunteers is just as great. But those successful organizations that have set themselves apart have discovered the art of volunteer engagement. They have moved volunteers from just doing good to truly being invested. This workshop, perfect for all nonprofit staff and volunteers, will explore how to develop a platform where volunteers can become greater stakeholders in the mission of your organization. It will look at the concepts of community, training, and leadership to demonstrate how a base of invested volunteers can lead to a more effective organizational capacity.

WEDNESDAY, NOVEMBER 16, 2011 | 9 A.M.-12 P.M.

#### “What If” Financial Planning



**Steven Casey, Manager, Grants and Budget, The John D. and Catherine T. MacArthur Foundation; Tim J. O'Brien, Ph.D., Director of Operations, The Salvation Army, Harbor Light Center**

Is it possible that “what if” financial planning could save your organization and increase credibility with funders? Absolutely! Great for organizations both large and small, this practical workshop will introduce nonprofit leaders to the powerful tool of financial scenario planning. The discussion will look at how proper application of this fierce management tool will enable leadership to: make tough decisions that have broad support; form strategies that allow the organization to respond quickly and effectively to outside forces; and empower their organization to take courageous action and leave behind the status quo. This workshop is intended for upper level management and board members.

TUESDAY, NOVEMBER 29, 2011 | 9 A.M.-12 P.M.

#### Strategies to Build a Better Board



**William Braden, CEO (retired), American Red Cross of Greater Chicago**

Organizations that have invested in creating an active and engaged board have reaped the benefits two, five, or even tenfold. We know that the board is our most critical asset, but how do we know if they are performing as well as they could be? How do we ensure that their current focus and activities are in line with organizational goals and performance? And how do we make the most of the talent at the board table by creating a fully engaged and invested membership? Ideal for board members, executive directors, and other management team members, this strategy focused workshop will answer all of these questions and more. Participants will leave armed with resources on board assessment, recruitment, and engagement.

THURSDAY, DECEMBER 1, 2011 | 9 A.M.-12 P.M.

#### Social Media 201: Developing a Social Media Plan That Works for Everyone



**Christine Cupaiuolo, Digital Media Consultant**

This hands-on workshop is designed for organizations that have at least started to work with social media and are looking to learn best practices—from identifying objectives and audience to using tools that make it easier to manage contents and track conversations. Learn how to integrate Facebook, Twitter, and other platforms into a communications plan without doubling staff or staying connected 24/7. This workshop will take place in the computer lab; participants will create individualized social media dashboards using free web-based tools (Google account required).

WEDNESDAY, DECEMBER 7, 2011 | 9 A.M.-4 P.M.

#### Strategies for Developing Self-Generated Income

**Jimmie R. Alford, LL.D., L.H.D., Founder and Chair, The Alford Group (pictured with October 5th workshop)**

Given the uncertainty of traditional revenue streams for nonprofit organizations, this full-day workshop will explore aspects of self-generated income that may be essential to not only survive but to thrive. The utilization of nonperforming assets, social ventures, related and unrelated business income, accessing venture capital, and examples of successful business initiatives will be discussed. As government funding and fees for services are highly stressed, philanthropy is constrained and investment portfolios are pressured, finding new funding scenarios may be essential to mission integrity. The session will also examine brand equity as an asset as well as strategic collaboration to leverage resources. This workshop is intended for upper level management and board members.

THE AXELSON CENTER FOR NONPROFIT MANAGEMENT

at North Park University in Chicago