

EXECUTIVE CERTIFICATE IN NONPROFIT LEADERSHIP

“Transformational Learning for Experienced Nonprofit Leaders”

October 7-11, 2019 - ID: 0461-011

Summary

The Duke Executive Certificate in Nonprofit Leadership is a comprehensive Program that offers experienced nonprofit professionals the opportunity to increase their capacities for effective entrepreneurial leadership through applied theoretical studies, executive skills training, and reflective practices in an interactive learning environment.

Monday, October 7

8:00 – 9:00am

Opening Session

Nancy J. Love, MPA, Director, Duke Nonprofit Management Program
nancy.love@duke.edu

Matthew T.A. Nash, MBA, Managing Director, Social Entrepreneurship
Duke Innovation & Entrepreneurship Initiative, mnash@duke.edu

Following a welcome by program leaders, introductions, and an on-boarding activity, we will discuss: participants’ expectations for the Executive Certificate in Nonprofit Leadership, and identify norms and standards for our learning community. We will conclude with an overview of the curriculum with special reference to the expectations identified earlier.

9:00 – 10:15am

Effective Leadership and the Nonprofit Executive

Matthew T.A. Nash, MBA, Managing Director, Social Entrepreneurship
Duke Innovation & Entrepreneurship Initiative, mnash@duke.edu

In this session, we will engage in a lively discussion of what leadership means for each of us. Together, we will examine the special challenges of leadership in the nonprofit sector. Finally, we will share the leadership development goals that each of us bring to the Executive Certificate program.

10:15 – 10:30am

BREAK

10:30am – 12pm

Promising Practices of High-Impact Nonprofits

Matthew T.A. Nash, MBA, Managing Director, Social Entrepreneurship,
Duke Innovation & Entrepreneurship Initiative, mnash@duke.edu

Nonprofits occupy a unique position in the organizational landscape of the United States. Although many of the fundamental principles and practices of effective leadership apply across all sectors and forms of organization, nonprofit leaders

face a distinctive set of opportunities and challenges in comparison with their counterparts in the business and government sectors. Moreover, recent research reveals a set of promising practices applied consistently to positive effects in many high impact nonprofits.

Key Learning Objectives

1. Engage in an interactive discussion of what leadership means for participants and the special challenges of leadership in mission-driven organizations.
2. Consider how nonprofit leaders can implement internal and external practices aimed at improving the effectiveness with which the organization achieves its mission.

12:00 – 1:15pm

LUNCH

1:15 – 3:15pm

The Landscape of Leadership

What does it take to be a leader? A good starting place is an examination of personal learning and leadership styles and their effect on decision-making, problem solving, and communication. Each participant will complete the DISC or Myers Briggs profiles. We will examine these frames and what they suggest about improving leadership capabilities for ourselves and for those we lead.

Key Learning Objectives

1. Use results from the inventory to understand personal learning and leadership styles.
2. Understand the variety of frames present within an organization and appreciate the value such diversity brings to leadership.
3. Be able to use each learning/leadership style in developing approaches to leadership behaviors, problem solving, decision-making, and communication.

Recommended Pre-Reading (Duke Box)

- The Irrational Side of Change Management

3:15 – 3:30pm

BREAK

3:30 – 5:30pm

Entrepreneurial Leadership

Christopher Gergen, MBA, Founding Partner, HQ Community
cgergen@hq.community

Today's nonprofit organizations cannot compete without the entrepreneurial edge. Is your team ready? Entrepreneurial leaders seek to integrate their life, work, and purpose through distinctively entrepreneurial behavior—and, in so doing, create extraordinary lives of significance. Are YOU ready? In this session, the co-author of “*Life Entrepreneurship: Ordinary People Leading Extraordinary Lives*” will coach participants through the entrepreneurial path, including awakening to opportunity, envisioning the future, developing entrepreneurial goals and strategies, and taking action and making a difference. We will provide vivid

examples, frameworks, and strategies for helping participants create a life of service and fulfillment.

Key Learning Objectives

1. Gain a deeper sense of personal leadership development by embracing the entrepreneurial mindset
2. Opportunity for reflection & renewal
3. Opportunity for performance acceleration on the personal & professional front
4. Gain better understanding of the entrepreneurial process with a specific focus on Theory of Change.

6:00 – 7:00pm

DINNER

Tuesday, October 8

8:00 – 8:15am

Morning Check-In Session

Love & Nash

8:15am-10:00am

Mindfulness for Social Impact

*Robyn Fehrman, MPA, Founder & Principal,
Mindful Type A and Director of Programs, Center for Advancement of Social
Entrepreneurship, Fuqua School of Business, MindfulTypeA@gmail.com*

Changing the world is tough. All too often nonprofit leaders work toward multiple bottom lines, navigate competing priorities, manage multiple stakeholders, face constant resource constraints, and live every minute inundated with information – all while staring down the world’s greatest challenges. To achieve their bold visions, transformational leaders need access to a diverse set of tools and habits to help regularly cultivate focus, resilience, and joy. Mindfulness is one of those essential practices. Through integrating mindfulness principles and practices, leaders are able to communicate more effectively, focus on what matters most, uncover innovative solutions, and make strategic decisions – even in the midst of change.

Key Learning Objectives

1. Increase knowledge of introductory principles of mindfulness and their relationship with stress.
2. Learn specific meditation techniques for cultivating focus, resilience, and joy at home and work.
3. Practice gentle “anywhere yoga” as means for learning to focus on the present moment.
4. Create an action plan for integrating “purposeful pauses” into the work week.

10:00 – 10:15am

BREAK

10:15am- 12pm

Managing Strategic Change

Nonprofit leaders face unprecedented challenges and emerging opportunities as they engage their organizations in preparing for the future. Nonprofit leaders must seek to bring about change every day—change in their teams, organizations, and communities—but implementing change is downright difficult, as any seasoned leader would agree. In this session, we will consider the management tactics required to create and communicate a vision for change, structure an effective process of managing change, identify and work with change agents, prepare affected individuals to embrace change, and drive the change effort to a successful conclusion that results in the increased impact of the organization.

Learn the formula for building an effective team, discuss questions that can help an organizational leader assess the health of their team and identify areas where change is necessary. Discuss tactics that can help mitigate possible pitfalls that organizations can experience as they change or grow.

Key Learning Objectives

1. Understand and be able to apply the formula for building high performing teams.
2. Understand and be able to apply strategies from “*First Break All the Rules*” by Marcus Buckingham and other resources.
3. Be able to use particular tools and tactics in personal leadership, board/staff leadership, or change management behaviors.

12:00-1:15pm

LUNCH

1:15 – 3:30pm

Managing Strategic Change (*continued*)

3:30 – 3:45pm

BREAK

3:45 – 6:00pm

Introduction to Social Entrepreneurship

Matthew T. A. Nash, MBA, Managing Director, Social Entrepreneurship, Duke Innovation & Entrepreneurship Initiative

What is social entrepreneurship? Universities, the media, nonprofits, and even government agencies seem to be increasingly using this term, but what does it really mean? In this interactive session, nonprofit leaders will explore these concepts through a case study example of 2006 Nobel Peace Prize Winner and microfinance pioneer Muhammad Yunus and his Grameen Bank. What can we learn from this powerful story of an entrepreneurial leader who identified an opportunity, mobilized resources, and achieved significant social impact? What can we learn from leading edge research in the emerging field of social entrepreneurship if we are seeking to have greater impact?

Key Learning Objectives

1. Define and demonstrate understanding of social entrepreneurship as a promising (though still emerging) set of methods, tools, theories, and principals – with strengths and limitations for achieving significant, lasting social change in a variety of domains and across sectors.
2. Differentiate between social entrepreneurship and the related concepts of social innovation and social enterprises.

6:00-7:00pm

DINNER

Wednesday, October 9

8:00-8:15am

Morning Check-In Session

Love & Nash

8:15-10:00am

Cultivating an Entrepreneurial Nonprofit Culture

Suzanne Smith, MBA, Founder & CEO, Social Impact Architects

Suzanne@socialimpactarchitects.com

The complicated challenges facing contemporary nonprofit organizations demand a dynamic brand of leadership. An entrepreneurial outlook can help to transform the culture of nonprofits by meaningfully engaging the abilities, talents, and passions of board, staff and supporters.

Key Learning Objectives

1. Find out what culture you prefer and how it compares to others.
2. Explore how key entrepreneurial concepts and skills that make for-profit businesses competitive can be applied to nonprofit organizations to help make them more sustainable and successful...
3. Understand the basic elements of an entrepreneurial mindset that will offer a practical framework for entrepreneurial activities.

Pre-work, Assignments due October 8 (Duke Box)

- Homework A – Organizational Culture Assessment Instrument
- Homework B – Group Activities

10:00 – 10:15am

BREAK

10:15 – 12:00pm

Social Enterprise: Is Earned Income Right for Your Organization?

Suzanne Smith, MBA, Founder & CEO, Social Impact Architects

Suzanne@socialimpactarchitects.com

In the face of increasing competition for limited and volatile philanthropic funding, many nonprofits are turning to earned income ventures as a potential alternative to traditional nonprofit fundraising strategies.

Key Learning Objectives

1. Understand what social enterprise is and whether or not you are ready to pursue it within your organization.
2. Learn about characteristics of a successful enterprise.
3. Identify and evaluate strengths through an organizational audit and how to translate these strengths into social enterprise opportunities.
4. Engage in a process to evaluate the identified opportunities in an effort to determine which should be studied in more detail through a feasibility assessment.
5. Find out how to best pursue social enterprise in a nonprofit setting.

12:00-1:15pm

LUNCH

1:15-2:30pm

Social Enterprise: Is Earned Income Right for Your Organization?

(Continued)

2:30-3:45pm

Social Enterprise in Action: Lessons from the Trenches

Moderated by Suzanne Smith, MBA, Founder & CEO, Social Impact Architects, Suzanne@socialimpactarchitects.com / @snstexas / @socialtrendspot

A **panel of leaders** of entrepreneurial nonprofits will engage the participants in a dialogue on the opportunities and challenges of incorporating principles and practices of social enterprise into nonprofit strategy, operations, and culture.

Key Learning Objectives

1. Understand some of the practical challenges of incorporating social enterprise into nonprofit operations.
2. Identify concrete actions leaders can take to address these challenges and mitigate risks of failure to achieve mission impact and generate significant income.

3:45-4:00pm

BREAK

4:00-6:00pm

Legal Issues for Entrepreneurial Nonprofits

Andrew Foster, Clinical Professor of Law, Director of Experiential Education and Clinical Programs, Duke Law School, foster@law.duke.edu

Nonprofit leaders must manage the affairs of their nonprofit corporation in an evolving legal landscape. As nonprofit organizations have become more entrepreneurial, they need to be mindful of legal and regulatory regimes that were designed for an earlier era. In this session, participants will have an opportunity to discuss these and other issues with an expert in nonprofit law.

Key Learning Objectives

1. Develop an awareness of significant legal doctrines that can impede entrepreneurial plans.
2. Understand key considerations in structuring nonprofit-led entrepreneurial ventures.

6:30pm

Dinner/Reception: TBA

8:00-8:15am

Morning Check-In Session

Love & Nash

8:15-10:00am

Coaching Your Staff towards Organizational Success

*Benjamin Quinn, MBA, FarmBlue Ventures, Certified Business Coach,
benquinn@farmblue.com*

This session is designed to give nonprofit executives a clear and actionable organizational management framework that attracts, motivates, and retains the top talent, and that empowers the executive to get the greatest results out of their team. During this session, you will learn how to cultivate the “Six Characteristics of a Highly Effective Team.” We will outline a clear process you can use to successfully coach your staff to accomplish organizational objectives on time, with the resources given, and with exceptional results. As a result, participants will have an increased ability to foster and maintain a team dynamic that helps create results greater than the sum of each individual’s contribution.

Key Learning Objectives

1. Learn how to create a culture that attracts and nurtures the right employees needed to meet a nonprofit’s needs.
2. Understand and support a team dynamic that helps create results greater than the sum of each individual's contribution.
3. Create an environment where the executive director coaches the employee and organization to reach their maximum potential with the resources given.

Recommended Pre-Readings (Duke Box)

- You Can’t Be a Great Manager if You’re Not a Good Coach
- What Really Motivates Employees?
- The Top 10 Lies People Put on their Resumes

10:30-10:45am

BREAK

10:45-12:00pm

Preparing for the Next Generation of Leaders

Moderated by *Matthew T.A. Nash, MBA*. Managing Director, Social Entrepreneurship, Duke Innovation & Entrepreneurship Initiative

Given the impending exodus of nonprofit leaders over the next five years, it is imperative for present leaders to cultivate those who will succeed them. In this session, a panel of emerging leaders will engage the participants in a dialogue on the motivations, ways of working, and aspirations of the rising generation.

Key Learning Objective

1. Participants will be better equipped to develop strategies for fostering a diverse cohort of new leaders in their organizations.

12:00-1:15pm

LUNCH

1:15 – 3:00pm

Cultivating Effective Relations with the Board of Directors

Matthew, T. A. Nash, MBA. Managing Director, Social Entrepreneurship, Duke Innovation & Entrepreneurial ship Initiative

The overall landscape of nonprofit governance has changed with regulators, stakeholders, and the public demanding increased accountability to ensure that nonprofit organizations achieve results. To be successful, a nonprofit organization requires strong leadership from its board of directors in close partnership with the organization's senior leaders. In this session, we will consider how to forge effective relationships given the asymmetries in the knowledge, information, and incentives among these groups. We will also discuss how to increase board member commitment to the mission and purpose of your organization, and how boards must be active and engaged to fulfill their legal and governance duties.

Key Learning Objectives

At the end of the session, participants should be able to:

1. Forge a more effective relationship between the nonprofit's executive leadership and its board of directors.
2. Increase the level of engagement with which the board oversees the effectiveness of management policies and decisions, including the execution of its mission, strategy, and resource development.

3:45- 4:00pm

BREAK

4:00 -6:00pm

Collaborative Leadership

As the social impact landscape becomes more interdependent and complex, collaborations between private and social services as well as among nonprofits and within organizations will be the key to success. This session explores ways of communicating the context for collaborations, building and cultivating trust through presentation, dialogue, and experiential exercises.

Key Learning Objective

1. Embrace the skills and mindset of collaborative leadership as an imperative in seeking to achieve increased impact in your community.

6:00-7:00pm

DINNER

8:00-8:15am **Morning Check-In Session**
Love & Nash

8:15 – 10:15am **Managing for Results**
Matthew, T. A. Nash, MBA, Managing Director, Social Entrepreneurship, Duke Innovation & Entrepreneurship Initiative

More than ever, nonprofits are under pressure to measure and report on their impact and to “manage for results” in an era of strained resources. In this session, we will discuss how to identify and refine your organization’s “theory of change”, and we will review several practical tools for social impact measurement. We will conclude with a discussion of emerging trends in social impact measurement.

Key Learning Objectives:

At the end of the session, participants should be able to:

1. Articulate the “theory of change” for their organization or program.
2. Identify practical measures of outputs and outcomes.
3. Create a culture of performance management within their organization.

10:15 – 10:30am **BREAK**

10:30am-12:30pm **Implicit Bias: Personal & Professional Implications**
Inderdeep Chatrath, Ph.D., Assistant Vice-President
Duke Office for Institutional Equity
inderdeep.chatrath@duke.edu

This session will present the rationale for the current national focus on *implicit bias* and its relevance for nonprofit organizations. Theories underlying the development of the process of implicit biases will be discussed along with findings from a number of research designs. Implications for decision-making will be presented, along with specific strategies aimed at helping participants better manage the impact of implicit bias on their decisions. The session will be both interactive and didactic.

Key Learning Objectives

1. Understand key differences between explicit & implicit bias
2. Understand theories related to the development of personal implicit biases
3. Gain familiarity with major research findings in the area of implicit bias
4. Understand the impact of implicit bias on decision-making
5. Learn strategies to manage the impact of implicit bias on our decisions

Pre-work (Duke Box)

- Take the “Race IAT” and one additional test of your choice

12:30-1:30pm

LUNCH

1:30-3:00pm

Closing Session

Love & Nash

In this session, we will bring closure to the Duke Executive Certificate in Nonprofit Leadership program by reviewing and discussing the key themes of the week. We will also share the revised leadership development goals that each participant will commit to pursuing in the months ahead.

The Duke Executive Certificate in Nonprofit Leadership will be awarded.

Chatrath, Inderdeep, Ph.D., inderdeep.chatrath@duke.edu, Assistant Vice President of Equal Opportunity & Affirmative Action Programs in the Office for Institutional Equity, Duke University and Duke University Health System. In this role, she is responsible for designing studies, compiling and reporting institutional data pursuant to federal regulations and coordinating research and evaluation studies to identify progress and trends. During her tenure at Duke, Dr. Chatrath has been responsible for institutional research functions, managed programs for harassment prevention, diversity, and disability management. Dr. Chatrath is an active member of the American Association for Access, Equity and Diversity (AAAED) and is actively involved in evaluating, developing and teaching courses for the AAAED Professional Development and Training Institute.

Fehrman, Robyn, MPA, MindfulTypeA@gmail.com, is a recovering perfectionist, passionate about the intersections of mindfulness, leadership, and yoga. As a classic Type A personality, former nonprofit executive, social entrepreneur and mama of young children, she has personally experienced the many benefits of mindful movement, intention-setting, and breath work.

Robyn also serves as Director of Programs at the Center for the Advancement of Social Entrepreneurship (CASE) at Duke University's Fuqua School of Business. Through her work with CASE, Robyn studies mindfulness in business settings and integrates her Mindfulness for Social Impact & Cultivating Resilience workshops into student & professional programming.

With a Masters of Public Administration degree, more than 16 years executive experience, and a personal yoga & meditation practice spanning nearly 10 years, Robyn offers a purposeful and practical approach to thriving in both work and life. In her teaching, writing, and speaking Robyn shares lessons from her own leadership journey and leaves students with tools they can use right away. Based in Durham, NC, she completed her 200-hour Yoga Teacher Training with Carolina Yoga Company and studied Mindfulness-Based Stress at Duke Integrative Medicine.

Foster, Andrew, foster@law.duke.edu, Clinical professor of Law, Director of Experiential Education and Clinical Programs, Duke Law School. Prior to joining the Duke Law faculty in 2002, Foster practiced with Womble Carlyle Sandridge & Rice, where he co-founded the firm's community development law team. He now maintains a limited private practice that is concentrated in the areas of nonprofit, affordable housing, and community development law. He represents developers, financial institutions, local governments and local, statewide, regional, and national nonprofits on a wide range of community revitalization projects.

Before becoming a lawyer, Foster held leadership positions with several nonprofit community development organizations based in North Carolina. These include the Southern Rural Development Initiative, the North Carolina Justice and Community Development Center, the Community Reinvestment Association of North Carolina, and the North Carolina Association of Community Development Corporations. In all of these positions, he worked with community-based organizations, leading private sector institutions and public policymakers to develop and implement community economic development strategies in order to increase economic opportunities for the residents of low-wealth communities in North Carolina and throughout the Southeast.

Gergen, Christopher, MBA, cgergen@hq.community, Founding partner of HQ Community, the largest entrepreneurial co-working community in North Carolina including HQ Raleigh, HQ Greensboro, HQ Charlotte, Think House and Duke Teach House. Christopher also helped start Forward Cities – a national learning collaborative between cities focused on building more inclusive innovation economies and Innovate NC – a similar multi-city learning collaborative in North Carolina. Additionally, Christopher is a fellow and faculty member with Duke University’s Innovation & Entrepreneurship initiative, co-author of the nationally acclaimed *Book Life Entrepreneurs: Ordinary People Creating Extraordinary Lives*, and a 2013 Henry Crown Fellow at the Aspen Institute.

Quinn, Benjamin, MBA, benquinn@farmblue.com, of FarmBlue Ventures, Certified Business Coach who helps organizations increase their profitability, hire & retain excellent employees, & systematize their operations. As an entrepreneur & advisor, he has helped, launched, & grown over 100 not-for-profit & for-profit organizations since 1999. Ben has delivered customized training programs to students and staff at UNC, Duke, and NC Agricultural and Technical State University, The Danville Regional Foundation, The Harvest Foundation, Community Foundation of NC East, & numerous other organizations. Ben is a graduate of Stanford University. He earned an MBA (with a focus in Entrepreneurship) from the Duke University Fuqua School of Business.

Love, Nancy, MPA, nl40@duke.edu, Director of the Duke Nonprofit Management Program. Individual classes and programs are offered at Duke and other locations. Students earn the Certificate in Nonprofit Management and the Executive Certificate in Nonprofit Leadership. Individual courses may be taken on a non-certificate basis. Custom training may be developed, per request. Nancy has 20+ years of curriculum development, professional training, and experience in the nonprofit/private sectors.

Nash, Matthew, MBA, mnash@duke.edu, Managing Director for social entrepreneurship for the Duke Innovation and Entrepreneurship Initiative. He also directs the Duke-UNICEF Innovation Accelerator and is an adjunct professor of the practice at the Sanford School of Public Policy, where he teaches courses in social innovation for undergraduates and graduate students. Matt has extensive domestic and international social and public sector experience in social innovation, social entrepreneurship, human-centered design, strategic planning, organization development, performance measurement, program evaluation, board development and governance, business process transformation, and leadership development. <https://entrepreneurship.duke.edu/associate/matthew-t-a-nash>

Smith, Suzanne, MBA, Suzanne@socialimpactarchitects.com, is Founder and CEO of the Social Impact Architects. She has a deep belief that everyone is a change maker. In 2009, Suzanne founded Social Impact Architects, a registered Benefit Corporation, to reshape the business of social change. She combines her MBA know-how with two decades of experience as a nonprofit innovator to serve as a consultant, advisor & thought partner. She is also an educator & highly sought-after public speaker at conferences nationwide & was recently a featured speaker at TEDxTurtleCreekWomen. Author of Social TrendSpotter (@socialtrendspot), one of the sector’s top blogs according to the Huffington Post, Suzanne is frequently interviewed by regional & national media to share her expertise on social entrepreneurship & has published articles in *Forbes*, *See Change*, *Nonprofit Business Advisor*, *Upstart* and *Grantmakers in Health*. Suzanne holds an MBA from Duke University’s Fuqua School of Business.

General Information / 2019 Executive Certificate in Nonprofit Leadership

The 2019 Executive Certificate in Nonprofit Leadership is a comprehensive program that offers experienced nonprofit professionals the opportunity to increase their capacities for effective entrepreneurial leadership through applied theoretical studies, executive skills training, and reflective practices in an interactive learning environment.

Registration: The fee includes tuition, class materials, meals, snacks, beverages and designated meals.

Scholarship: Graduates of the Duke Certificate in Nonprofit Management qualify for an \$800 scholarship.

Program Schedule: Oct 7-11, 2019. Begins at 8:00 am on Oct 7, 2019 and ends at 3:00 pm Oct 11, 2019.

Attendance Policy: Class starts promptly at 8 am each day. To receive the Duke Executive Certificate in Nonprofit Leadership, students should attend each class as scheduled.

Pre-Work

Some instructors may provide pre-reading assignments. Assignments will be sent to registered students one month before the Executive Certificate starts. Some instructors may bring materials to class.

Program Cancellation Policy

Refunds are allowed (minus a \$200 administrative charge) if request is received in writing by midnight ET, September 6, 2019. To submit a cancellation request, address an email to learnmore@duke.edu. No refunds and no transfers after September 6, 2019.

Program Location (M-F): Hilton Durham near Duke University, 3800 Hillsborough Rd., Durham, NC

Dress Code: Business casual. Please bring a sweater or jacket as the meeting room may be cool.

Parking: Free parking is available at the Hilton Durham near Duke University.

Lodging/Room Reservation

Students are responsible for lodging expenses. A block of rooms is held at the Hilton Durham near Duke, 3800 Hillsborough Rd, Durham, NC, at a rate of \$109 per night until Sept 6, 2019. Reservation for a room after Sept 6, 2019 will be provided on a space available basis at prevailing rates.

To reserve your hotel room, call the Hilton near Duke at (919)383-8033. When inquiring, reference Duke Executive Certificate or use the Group ID#: DNP-4. You may also make reservations online.

For additional information, contact the Duke Nonprofit Management Program staff:
919-668-6742 / 919-681-1025 / 919-668-6743

Note: Some items on schedule may change.