Nonprofit Academy
Online Course Outline

Course Overview
- Video: Welcome to Nonprofit Academy Online
- Navigating the Course

Module 1: Mission, Strategy, and Evaluation
- Guiding Principle
- Mission and Impact
  - The Power of Mission
  - Key Terms
  - Video: The Mission Statement
  - Awesome Mission Statements
  - Complying with the Legal Aspects of Your Mission
  - Keeping Your Mission Front and Center
- Planning Strategically
  - Video: Overview of Planning Strategically
  - How Far Out Should We Plan?
  - Developing Your Plan
  - The Pitfalls of Planning
- Organizational Evaluation
  - Using a SWOT Analysis
- Program Evaluation
  - Video: Overview of Program Evaluation
  - Key Terms
  - The Purpose of Program Evaluation
  - Program Evaluation Matching Game
  - Outcome Evaluation
  - Methodologies: Quantitative vs. Qualitative
  - Data Collection Techniques
- Strategic Partnerships
  - Identifying Potential Partnerships
  - The Collaboration Spectrum
  - Three Considerations for Strategic Partnerships
  - Identifying and Vetting Potential Partners
  - Memorandum of Understanding: A Recipe for Success
  - Sample MOU Template
- Supplemental Readings
  - Standards for Excellence - Mission, Impact, and Planning Packet
  - Standards for Excellence - Program Evaluation Packet
  - Standards for Excellence - Strategic Partnerships Packet
Module 2: Board, Staff, and Volunteer Leadership
- Guiding Principle
- Leadership and Governance
  - Video: Leading an Effective and Diverse Board
  - Board Member Responsibilities
  - The Board’s Governance and Fiduciary Responsibility
  - Being a Great Board Member
  - Best Practices for Leadership and Governance
  - Video: Succession Planning
  - Effective Board Meetings
- Leadership and Operational Management
  - Governance and Management
  - Video: The Board Chair/CEO Relationship
  - Operational Management Best Practices
- Diversity, Equity, and Inclusion
  - Why Diversity, Equity, and Inclusion?
  - Diversity, Equity, and Inclusion Vocabulary
  - Understanding the Difference Between Equity and Equality
  - Organizational Assessment and Planning for Diversity, Equity, and Inclusion
  - Helpful Links
- Supplemental Readings
  - Standards for Excellence - Personnel Policies, Employee Compensation, and Evaluation Packet
  - Standards for Excellence - Board Member Responsibilities Packet
  - Standards for Excellence - Organizational Sustainability and Planning Packet
  - Standards for Excellence - Volunteer Policies Packet
  - Standards for Excellence - Board and Executive Partnerships Packet
  - Standards for Excellence - Succession Planning Packet
  - Standards for Excellence - Diversity, Equity, and Inclusion Packet
  - Standards for Excellence - Board Member Composition and Independence Packet

Interactive drop-down menus reveal best practices
Module 3: Legal Compliance and Ethics

- Guiding Principle
- Maintaining Legal Compliance
  - Following Applicable Laws
  - Key Terms
- Required Public Disclosures
  - Solicitation and Fundraising
- Reporting Misconduct and Whistleblower Protection
  - Whistleblower Policies
  - Whistleblower Best Practices
  - A Whistleblower Case Study
- Conflicts of Interest
  - Video: Conflicts of Interest Overview
  - Types of Conflict of Interest
- Ethics
  - Why You Need a Code of Ethics
  - Sample Code of Ethics
  - Developing a Code of Ethics
  - A Code of Ethics Case Study
- Supplemental Readings
  - Standards for Excellence - Legal Requirements Checklist
  - Standards for Excellence - Public Disclosures Packet
  - Standards for Excellence - Conflicts of Interest Packet
  - Standards for Excellence - Reporting Misconduct and Whistleblower Protection Packet
  - Standards for Excellence - Working with Stakeholders Packet
  - Standards for Excellence - Model Employee Handbook
  - Standards for Excellence - Succession Planning Packet
  - Standards for Excellence - Code of Ethics Packet

April Carter discusses conflicts of interest
Module 4: Finance and Operations

- Guiding Principle
- Financial Budgeting, Reporting, and Monitoring
  - Video: Overview of Financial Reporting
  - Three Essential Elements to Financial Reporting
  - Key Terms
  - Additional Best Practices
- Internal Controls and Financial Policies
  - Video: Overview of Internal Controls and Financial Policies
  - Written Policies
  - Investment Policies
  - Unrestricted Current Net Assets
  - Purchasing Policies
  - Internal Control and Procedures
- Personnel Policies
  - Model Employee Handbook
- Administrative Policies
  - Crisis and Disaster Planning
  - Information Technology
  - Communications Planning Recipe
  - Social Media
- Risk Management and Insurance
  - Video: Overview of Risk Management
  - Managing Risk
  - Risk Management Techniques
  - Insurance for Nonprofits
  - Directors and Officers Insurance
- Supplemental Readings
  - Standards for Excellence - Financial Planning and Monitoring Packet
  - Standards for Excellence - Internal Controls and Financial Policies
  - Standards for Excellence - Administrative Policies
  - Standards for Excellence - Risk Management and Insurance

Interactive risk management flashcards
Module 5: Resource Development
- Guiding Principle
- Resource Planning
  - Video: Overview of Resource Planning
  - Understanding Sources of Revenue
  - Elements of a Resource Development Plan
  - Tools for Developing Your Resource Development Plan
- Sources of Income
  - Understanding Fundraising Costs
  - Fundraising Costs Quiz
  - Video: The Way We Think About Charities is Dead Wrong
  - Reflection: TED Talk
- Fundraising Activities
  - Donor Bill of Rights
- Acceptance of Gifts
  - Accepting Gifts
- Fundraising on Behalf of the Organization
  - Avoiding Commission or Formula-Based Compensation for Fundraisers
  - Keeping Tabs on Who is Fundraising for You
- Supplemental Readings
  - Standards for Excellence - Fundraising, Solicitation, Acceptance of Gifts and Working with Donors Packet
  - Standards for Excellence - Resource Development Planning and Sources of Income Packet
  - Standards for Excellence - Fundraising Costs Packet
  - Standards for Excellence - Fundraising on Behalf of the Organization Packet

Module 6: Public Awareness, Engagement, and Advocacy
- Guiding Principle
- Educating and Engaging the Public
  - Who is Your Community?
  - How to Plan for Communications
  - Educating the Public Communications Checklist
- Advancing the Mission Through Public Policy and Advocacy
  - Video: Developing an Advocacy Policy for Your Organization
  - The Rules of Policy and Advocacy
- Supplemental Readings
  - Standards for Excellence - Educating and Engaging the Public Packet
  - Standards for Excellence - Advancing the Mission Through Public Policy Packet