Emerging Leaders in Nonprofit Management – A Course for Youth Program Professionals

Course Overview

There is always a great need for effective managers in non-profit agencies. To continue meeting this need, the Partnership for After School Education (PASE) and Baruch College Austin W. Marxe School of Public and International Affairs have partnered again to offer the Emerging Leaders Program, a comprehensive, graduate-school level, semester-long course in non-profit management.

PASE leads the field in offering professional development that provides both theoretical grounding and practical help for all levels of staff. Baruch College Austin W. Marxe School of Public and International Affairs gives students the tools and strategic perspective necessary to effect change in an increasingly complex and competitive world. This innovative curriculum offers lectures and practical discussions that combine the expertise of both PASE and Baruch by merging the talents and experience of seasoned non-profit practitioners and Baruch professors.

This course helps practitioners develop the skills they need to help usher their agency through challenging times while improving services. The course provides practitioners a great affordable way to increase their managerial capacity right here in the city! Providing a strong theoretical base and very practical ways to improve managerial skills, the course will cover all aspects of management including organizational diagnosis and strategic planning, financial management and accounting, human resources, fundraising, advocacy, board relations, government contracting, marketing and communications, performance measurement, public speaking, and leadership. See session descriptions for more information.

Frequently Asked Questions

Who are Emerging Leaders? Practitioners who occupy a position of growing responsibility in a non-profit agency and who are interested in increasing their nonprofit management skills and knowledge. Because this is a graduate-school level class, participants generally have a bachelor’s degree.

Where are classes held? At PASE’s office at 120 Broadway, Suite 230 in Manhattan.

When are classes held? Every Friday from October 25, 2019 – February 7, 2020, with breaks for holidays. Each class is held from 9:00 am-3:45 pm. There will also be an online orientation session mid-October (TBA).

What is the cost of the course? $2,500 paid to Partnership for After School Education.

Are scholarships or other financial aid available? Limited partial scholarships from PASE are awarded based on the strength of the applicant’s narrative and recommendation. PASE will also make payment plans with organizations and individuals who are not able to pay the course fee in one payment.

How do I apply? Applications and instructions are available on PASE’s website at http://pasesetter.org/initiatives/leadership/emerging-leaders-program. A completed application consists of a submitted online form that includes a narrative, a current resume, and a recommendation from your Executive Director. Apply by August 1, 2019.

The Emerging Leaders Program is supported by the American Express Foundation.
Session Dates and Descriptions

October 11, 2019 - Orientation
Via Video Conference
Introduction to the course, review of expectations, opportunity to meet members of the class, and to ask any questions.

October 25, 2019 - Session One
Overview and Organizational Diagnosis: How Do You Know if Your Organization is Healthy?
This session gives students an overview of the context and state of nonprofit and community-based organizations. Students are introduced to the purpose of organizational diagnosis and the elements of organizational effectiveness. The session then moves into practical methods for diagnosing an organization’s effectiveness, discusses organizational life cycles, and shares strategies for strengthening an organization at different stages.

November 1, 2019 - Session Two
Strategic Planning for Nonprofits
Students learn various definitions of strategic management, the steps in a strategic planning process, and common mistakes that management makes in strategic planning. The session also covers how to answer the most important questions that drive effectiveness, new trends and techniques in strategic planning, and components of effective planning in the new environment of results and impact.

November 8, 2019 - Session Three
Advocacy: Influencing Public Officials and Public Policy
In this session, students learn the distinction between advocacy and lobbying and the different forms advocacy can take. The session also dives into New York City’s legislative and budget processes as context for when and how to best influence public officials. Students explore communication strategies to influence policy and advocating for their organizations and communities, including ways to communicate the urgency of the needs faced by their community.

November 15, 2019 - Session Four
Contracting with Government Agencies
Topics covered in this session include key questions to consider when deciding whether to apply for a government contract, resources for finding available government grants, and the NYC government procurement process. Students also learn the basics of applying for government contracts, strategies for writing a winning government contract proposal, and plans for contract administration.

November 22, 2019 - Session Five
Performance Indicators: How Do You Know When Your Programs Really Work?
Students learn the differences among inputs, outputs, outcomes, and indicators; how to choose the right indicators to measure; and how to align program evaluation with an organization’s mission statement. This session also covers how to put evaluation designs into practice, including the criteria of effective evaluation questions, how to avoid common mistakes made in survey design, and what to do with data after it has been collected.

December 6, 2019 - Session Six
Fundraising: Raising Money for Your Nonprofit
This session introduces students to fundraising strategies and the skill sets and competencies integral to successful fundraising, including how to approach foundations, corporations, and individuals; how to shape messaging; and understanding the components of an ideal major gifts meeting. The session also explores the difference between a diverse funding base and a sustainable funding base.

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December 13, 2019 - Session Seven
Human Resources Basics and Current Trends
This session begins by focusing on imperatives for managing cultural diversity in the workplace, visionary leadership, and how to change organizational cultures. The focus then moves into employee performance management and evaluation, effective recruiting and hiring practices, and effective employee relations practices.

December 20, 2019 - Session Eight
Morning: Effective Leadership
This session includes discussions of the qualities of effective leaders, the distinctions between leadership and management, and strategies to manage the challenges of leadership. Students also hear from a panel of leaders in the afterschool field about their career paths and experiences.

Afternoon: How the Board of Directors Works
In this session, students receive an introduction to the duties, obligations, and responsibilities of a Board of Directors and the responsibilities of individual Board members. Discussions also cover how the Board and staff can work together to create a strategic plan and how Board members interact on Board committees with staff.

January 10, 2020 - Session Nine
Strategic Marketing and Communications for Nonprofits
Students explore how effective marketing and communications is vital to the success of nonprofit organizations. Discussion will include identifying your audiences and reaching them with the appropriate messages, developing stories to share your mission and impact, and how to effectively integrate technology and social media tools into your marketing and communications plan.

January 17, 2020 - Session Ten
Morning: Accounting and Financial Management
This session begins by focusing on the nuts and bolts of accounting: the purpose of an audit report terms outlined in audited financial statements, and audit red flags. It then moves into a discussion of the importance of budgeting, the components of an effective program budget, and strategies for effective internal controls.

Afternoon: Public Speaking
Students work on their public speaking skills in this session. Topics covered include how to discover your core message; how to develop, write, and edit a presentation; how to practice a presentation; and how to evaluate a speaker’s presentation.

**January 24, 2020 - Snow Day**
Reserved for any rescheduled classes or will serve as a day capstone teams meet on their own.

January 31, 2020 - Session Eleven
Capstone Preparation Session at Baruch College
This session prepares students for their Capstone presentations. Students learn about the components of effective presentations in formats such as PowerPoint or Prezi. Capstone teams then have the opportunity to work together on their presentations and receive individual support and guidance and have any questions answered.

February 7, 2020 - Session Twelve
Capstone Presentations at Baruch College
Each Capstone team makes an oral presentation lasting approximately 20-25 minutes. The audience consists of all members of the class, invited guests from their agencies, Baruch faculty, and PASE staff. Two Baruch professors and two senior PASE staff briefly comment on and critique each presentation with the objective of providing constructive feedback. Presentations are followed by a celebratory luncheon and a certificate ceremony.

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