



Center for Nonprofit Management
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CSPF Park Enrichment Grant

Center for Nonprofit Management

Established in 1979, the Center for Nonprofit Management (CNM) is a source for management education, training and consulting within the nonprofit community. From core management fundamentals to executive coaching, in-depth organizational assessment and consulting, CNM enables people to become better leaders of more effective organizations, helping them to evolve, adapt and thrive. We seek to support and shape how nonprofit leaders approach problems so they can more effectively pursue their roles in support of their organization's mission. Our work and services are based on deep experience and complementary research to support our colleagues in the sector to be prepared to face today's tasks and tomorrow's unknown challenges and opportunities.

CNM pursues its mission to support the effectiveness of the sector through:

- Developing nonprofit leadership and management skills
- Supporting strategic organizational, operational and programmatic planning
- Consulting for distinct organizational needs for organizations with budgets from \$100,000 to \$40M
- Developing nonprofit industry intelligence and providing access to key information, best practices and relevant resources
- Counseling and supporting organizations through change
- Promoting, encouraging and supporting networks, collaboration and shared information and knowledge
- Providing forums to bring attention to critical ideas, concepts and trends.

www.cnmsocal.org

Consulting Team

Collectively, the CNM consulting team offers more than 90 years of experience in organizational development and leadership, planning, board development, fund development and program planning and evaluation. Our experience includes academic credentials in organizational development, psychology and management as well as direct experience as chief executives, chief development officers, and organizational development and change management consultants, among other practical experience in the sector. Several staff members are ICF Certified coaches. The consulting team includes:

Maura J. Harrington, PhD, COO and Vice President of Consulting
Belinda Madrid Teitel, Vice President of Education and Leadership Development
Heather Tunis, Senior Project Director
Leslie Robin, Senior Project Director
Jeniffer DeLara Vallejo, Business Development Director
Jessica Vallejo, Senior Research Associate

Contact Information

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CSPF Park Enrichment Menu of CNM Services

Below are four categories of services provided by CNM. Each consulting project involves customizing each engagement to meet clients' real time needs. CNM's approach also involves working in close collaboration with our clients to plan and conduct the engagement as well as to communicate and coordinate schedule, responsibilities and logistics, when relevant. The project pace and timeline, of course, depends greatly on the ease of coordinating among those involved.

1. EXECUTIVE COACHING WITH CONNECTIVE LEADERSHIP ASSESSMENT

Coaching is the practice of supporting an individual through a creative thought-provoking process of exploration and accountability focused on issues that the coachee wants to address. A CNM Executive Coach work one-on-one with the coachee to maximize their potential, support professional development, build confidence and resilience and resolve short and long-term issues in specific areas such as leadership, relationships and effectively working with colleagues and boards, managing their responsibilities, financial management, fund development and other topics. Each engagement will include a Connective Leadership Achieving Styles Assessment to identify the participant/coachee's preferred behaviors within the CLI Achieving Styles model. Connective Leadership Achieving Styles model and inventories was developed by the Connective Leadership Institute (CLI) and is used to address organizational behavior for a range of purposes.

What the grantee receives:

- Connective Leadership Achieving Styles Assessment
- Initial 2 hour face to face meeting, at the coachee's facility or another determined location
- Twelve hours of coaching (via phone or in person)

Cost: \$2,500 (plus approximately \$500 if outside of Southern California)

2. BOARD DEVELOPMENT PLANNING RETREAT

Highly effective nonprofit boards are continually learning and planning. An annual review by a board with the organization's professional leadership to take the time to assess their situation, discuss key issues and prepare for the coming year is critical and a best practice in building effective boards and organizations. The needs of a board vary each year based on current objectives and challenges as well as board members' knowledge and experience. Each board retreat is tailored to the organization and boards needs and assets.

The following are examples of focus topics for board retreats:

- Board and staff roles and responsibilities – identify and understanding the responsibilities and developing strategies for board members to effectively fulfill them.
- Visioning and strategic direction – strategic planning is an important aspect of a board's role, however sometimes organizations are not quite ready and would benefit from time spent preparing for strategic planning. Stepping back and reviewing the organization's shared vision, identifying key issues and challenges and setting e direction for the year ahead can be used to develop a work plan for the upcoming year or starting a strategic planning process.
- Board work plan development – The organization may have a strategic plan in place and the board could be familiar with their responsibilities. In this case, the board retreat can serve to help the board focus on what they want to accomplish as a board collectively and as individuals to support the organization's priorities and needs in the coming year.

This gets board members on the same page and invigorates them for upcoming opportunities and challenges.

- Topic specific – the retreat can be used to address specific issues or topics such as starting a new program, developing a capital campaign ,developing major organizational polices, etc.

What the grantee receives:

- Co-planning of the retreat with the CNM consultant
- Review of the organization’s materials and history as relevant to the focus of the retreat
- A pre-retreat board survey, designed to meet the goals of the retreat
- A full day facilitated retreat
- Written retreat summary/report
- Retreat debriefing meeting with the leadership or board

Cost: \$3,500 (plus approximately \$500 if outside of Southern California). Note that the grantee is responsible for costs and logistics associated with the retreat location, food service, media resources, etc.

3. STRATEGIC PLAN UPDATE

Strategic planning is an on ongoing dynamic process. When an organization is nearing the end of implementation of its current strategic plan and there have been minimal changes in its internal condition and external environmental, an updating process can help to refresh the plan, renew buy-in and develop goals and strategic for the next period . The abbreviated process allows the leadership to assess the current plan and develop direction for the new plan period. .

What the grantee receives:

- A process tailored to the organization and its needs and capacity
- Review of the current plan and any key or relevant internal and external environmental changes
- Strategic planning survey of key stakeholders (participant list will be co-developed)
- A series of up to two planning committee or task force meetings before the retreat and up to two meetings after the retreat
- A full day facilitated retreat reaffirming the vision and mission, reviewing the accomplishments of the current strategic plan and setting strategic direction and developing an action plan for the next period.
- Written retreat summary
- Support for development of draft plan update in consultation with the committee after the retreat

Cost: \$5,000 (plus approximately \$500 if outside of Southern California) Note that the grantee is responsible for costs and logistics associated with committee/task force meetings and the retreat location, food service, media resources, etc.

4. PROGRAM EVALUATION

Organizations may look to conduct program evaluation by an external party for several reasons, to accommodate a funder requirement or to evaluate a long term program to learn about its strengths and outcomes as well as consider refinements or improvements. CNM can customize an evaluation processes that combines proven evaluation approaches customized for authenticity and relevance to illustrate value and impact to inform program design and future development as well as to share information more effectively with boards, funders, supporters,

constituents, volunteers another audiences. CNM will work closely with the grantee organization to define the purpose and goals for the evaluation project, co-design the evaluation approach and methodology and implementation of data collection (interviews, surveys as relevant).

What the grantee receives:

- Agreement on evaluation goals and measures of success
- Review of program model (services provided, structure, etc.), performance and other documentation to date, other relevant research and information (internal review)
- External program review (surveys and/or interviews with key stakeholders and/or stakeholder groups such as clients, partners, funders, etc.)
- Evaluation findings and recommendations report
- Optional: presentation of findings to the organization's board

Cost: \$5,000 (plus approximately \$500 if outside of Southern California). Note that the grantee is responsible for costs and logistics associated with evaluation project meetings.