



## Leadership Capacity Building Program for Today's Leaders

We are partnering with the Nonprofit Executive Leadership Institute at Bryn Mawr College (NELI) to pilot this capacity building program. The program was created in response to recommendations shared by nonprofit and county leaders. Once when the curriculum was in draft form, we convened an Action Team comprised of these leaders who suggested programmatic refinements and structures to support successful learning experiences.

The focus of the Leadership Capacity Building Program for Today's Leaders is on existing nonprofit leaders and their boards as these individuals are in place to consider and weigh opportunities to effect systems change. The sessions that comprise this initial program are designed to a) bolster systems thinking and adaptive leadership; b) familiarize leaders with organizational concepts, tools and data to lead effectively and c) apply both on a larger scale to effect systems change.

Throughout this pilot year, we will seek additional feedback to help inform future training cycles and program content.

### This program is designed to:

1. Strengthen leadership and organizational capacity within nonprofit and public organizations in Montgomery County so that the organizations that comprise the system become more financially resilient and sustainable, thus leading to a more financially sustainable system.
2. Increase the capacity of public and nonprofit executives and Board members to incorporate systems thinking in their planning processes, so they can successfully lead systems change within their own organizations and in the county system as a whole.
3. Strengthen organizations' knowledge and skills in developing effective partnerships and cross-system collaborations, with the expectation these efforts will create better outcomes for both the organizations and the consumers they seek to serve.
4. Cultivate a more holistic understanding of consumers so that providers may improve the safety net's sensitivity and responsiveness to the county's changing demographics.
5. Expand the ways in which safety net providers increasingly value and use data and assessment of outcomes in their strategic planning and in the development, implementation and evaluation of their programs and services.

### The Safety Net Vision

We envision a resilient and financially sustainable safety net system that allows everyone in Montgomery County to access high quality, coordinated, equitable, and culturally appropriate services no matter who they are, what they need or where they live.

## Requirements for Participating Organizations

**Eligibility:** Nonprofit and county agencies are eligible to apply.

**Budget Size:** Organizations must have a minimum annual operating budget of \$250,000 to participate.

**Core Team:** Each organization is invited to select a minimum of two, and up to three to four leaders, who will form its Core Team for systems change.

One of these individuals will serve as the Core Team Leader. One team representative must be a Board member. The remaining one or two members may be from a different level in the organization. Organizations need to select staff who show talent and passion for systems change and who can act as thought leaders in their organizations.

So that the program can accommodate as many organizations as possible, the maximum number of staff members will be determined based on the final number of organizations approved to participate. Organizations will provide their list of participating staff members, as appropriate, after receiving notification of their approval to participate. We recognize that small organizations may need to create a smaller Core Team of only two or three members, dependent on their size.

**Core Team Leader:** Each organization must identify an executive leader who will serve as the organizational learning champion to support systems change activities within their organization. The Core Team Leader must be a member of the organization's executive team, as defined by the organization. Core Team Leaders may include but are not limited to Presidents, CEOs, Executive Directors, COOs Deputy Directors, Vice Presidents, CFOs, directors of strategic initiatives and department or division heads. **The Core Leader is required to attend all seven sessions, plus the evening Board session, in this program.**

**Board Member:** Each organization is required to recruit one Board member who is required to attend the **Role of the Board in Systems Change session** (see below). This session will be offered twice, once in June and once in September. The Board member is considered a member of the Core Team and is invited and encouraged to participate in any of the other sessions in the series.

**Core Team Staff Member(s):** Each organization may have one or two staff members from different levels of the organization participate. (Exact number to be determined based on the number of participating organizations.) Core Team Staff Members are *strongly encouraged* to attend the three Core Sessions and the final Elective Session and may attend other Elective Sessions as the organization deems appropriate.

## Program Elements

The program is a series of seven, full-day sessions, plus a shorter evening session targeted to board members' essential role in systems change.

The first three sessions are designed to offer a theoretical framework that:

- Builds a common conceptual language and shared understanding of systems change,
- Supports organizations to position themselves for systems change,
- Helps organizations assess their financial systems and
- Helps organizations identify opportunities to improve systems capacity on the county level.

We strongly encourage organizations to bring as many of their Core Team members as possible to these first three sessions.

The remaining four sessions are Elective Sessions, optional for the Core Team Board Member and the Core Team Staff Member(s) (though the last session is strongly encouraged for this group).

### **Session for Board Members: The Role of the Board in Systems Change**

***The Core Team Board Member and the Core Team Leader are required to attend one of these two sessions and must attend together. We will promptly start at 5:30pm and dinner will be included.***

Option I:        Wednesday, June 4, 2019, 5:30 - 8:00pm

Option II:       Wednesday, September 11, 2019, 5:30 - 8:00pm

## Leadership Capacity Building Program Schedule and Attendee Requirements

All sessions will be held in the Walton Room at the Community Partners Center, 2506 N. Broad Street in Colmar, PA. Sessions are from 8:30am – 4:30pm except the Board sessions, which will run from 5:30 – 8:00pm.

	Date	Topic	Core Team Leader	Core Team Staff Member(s)	Core Team Board Member
<b>Core Sessions</b>	Thursday, March 21, 2019  <i>Snow Date: Friday, March 22, 2019</i>	<b>Session I:</b> Leading Systems Change	Required	Strongly Encouraged	Optional
	Friday, April 26, 2019	<b>Session II:</b> Strategic Thinking and Systems Change <i>and</i>  Engaging Staff in Systems Change	Required	Strongly Encouraged	Optional
	Thursday, May 23, 2019	<b>Session III:</b> The Role of Financial Planning and Management in Systems Change	Required	Strongly Encouraged	Optional
<b>Elective Sessions</b>	Tuesday, June 4, 2019 5:30 – 8:00pm	<b>Board Session (a):</b> The Role of the Board in Systems Change	Required with Board Member	N/A	Required <i>(June or September)</i>
	Friday, June 21, 2019	<b>Session IV:</b> Assessing Opportunities For Organizational Sustainability	Required	Optional	Optional
	Thursday, July 18, 2019	<b>Session V:</b> Managing Diversity and Inclusion	Required	Optional	Optional
	Wednesday, September 11, 2019 5:30 – 8:00pm	<b>Board Session (b):</b> The Role of the Board in Systems Change	Required with Board member	N/A	Required <i>(June or September)</i>
	Thursday, September 19, 2019	<b>Session VI:</b> Developing Outcomes-Based Evaluation of Your Programs and Services	Required	Optional	Optional
	Friday, October 11, 2019	<b>Session VII:</b> Reflecting on Your Organization’s Journey in Systems Change	Required	Strongly Encouraged	Optional

## Tuition

During this pilot year, we are absorbing the full-cost of this series. These costs include the work of recruiting an educational partner, session design, recruitment and support of faculty, session delivery, identification of learning materials, meeting supplies and conference space. Each Core Team is responsible for the costs of transportation and the time necessary to prepare and participate in the sessions.

## Continuing Education Units

Social workers may receive Continuing Education Units (CEU) for their licensure by participating in this program via the partnership with Bryn Mawr College.

Margie DuBrow, NELI Director, will manage the CEU process. This will be explained in depth during the first session. If you would like to contact Margie before that, please feel free to contact her at 610-520-2650 or at [mdubrow@brynmawr.edu](mailto:mdubrow@brynmawr.edu).

## Information Conference Calls

Because this is a new program, **organizations that are interested in applying must participate in an information conference call.** The information offered in the call is critical to successfully navigating the application process. The conference calls will be held on the dates below:

- Wednesday, January 16, 2019, 9:00 - 10:30am
- Tuesday, January 29, 2019 from 9:30 - 11:00am.

**You must register for one of these calls by clicking [here](#).**

## Application Information

Each organization is required to submit an online application. Details about the application and the application review process will be shared during the information conference calls.

**Application Deadline:** Friday, February 8, 2019

Notifications will be sent no later than March 1, 2019.

## Questions?

If you have any questions, please contact either Russell Johnson, President and CEO at [rjohnson@healthspark.org](mailto:rjohnson@healthspark.org) or Tamela Luce, Senior Program Officer, at [tluce@healthspark.org](mailto:tluce@healthspark.org) or call the office at 215-716-5400.