

ELPNO

EXECUTIVE LEADERSHIP PROGRAM
FOR NONPROFIT ORGANIZATIONS

**Evaluation of the
Executive Leadership Program
for Nonprofit Organizations (ELPNO)
2018**

Report of Findings

Initial Report
March 2018

Executive Summary

The Executive Leadership Program for Nonprofit Organizations (ELPNO) is a professional development program for upcoming executives and leaders in the nonprofit sector. Piloted in 2007, the program offers an engaging format that provides opportunities for peers to translate theory into practice and concepts into strategies that are relevant, immediately practical, and useable in their work.

What We Measured

The ELPNO 2018 Planning Committee asked the J.W. Fanning Institute for Leadership Development at the University of Georgia to assess participants' perceptions of and satisfaction with the week-long program. The evaluation measures participants' on-site response to individual sessions and to the overall program. In 2018, a pre-post leadership skill/knowledge assessment was added to identify the change in skills/knowledge associated with nonprofit leadership.

How We Measured

Evaluation forms designed for both individual sessions and the overall program measured participant responses. The surveys included Likert-type scales and open-ended questions for additional feedback. The evaluation report presents responses in various models such as tables reflecting mean scores, stop-light charts displaying distribution of responses, and categorized comments to synthesize the information while still maintaining individuality.

Organization of the Report

This report begins with an overview of the ELPNO 2018 program. Next, a brief overview of the evaluation process is provided. Findings are then detailed, including ratings and comments from ELPNO 2018 participants.

Overview of ELPNO

The Executive Leadership Program for Nonprofit Organizations (ELPNO) is a professional development program for upcoming executives and leaders in the nonprofit sector. Piloted in 2007, the program offers an engaging format that provides opportunities for peers to translate theory into practice and concepts into strategies that are relevant, immediately practical, and useable in their work.

ELPNO 2018 was a partnership of three leading academic institutions--the Nonprofit Studies Program in the Andrew Young School for Policy Studies at Georgia State University, the J.W. Fanning Institute for Leadership Development at the University of Georgia, and the Institute for Leadership and Entrepreneurship at Georgia Tech. This joint venture provides cutting edge content that offers insight and guidance as leaders explore proactive methods for improving the effectiveness of their organizations and their individual impact on that work.

ELPNO 2018 was conducted at the Fanning Institute in Athens, Georgia from Sunday, January 7 through Friday, January 12, 2018. Thirty (30) participants attended and many resided at the conference hotel throughout the week. Participants were contacted individually email prior to their arrival in Athens and were given the opportunity discuss their expectations and desired outcomes for the week-long experience and their reasons for choosing the ELPNO program.

ELPNO Faculty

The ELPNO faculty team includes national scholars, as well as nationally recognized local professors from Emory, the University of Georgia and the Andrew Young School of Policy Studies at Georgia State University. It also includes leading practitioners heading national and local nonprofits. Many of the same faculty participate year to year.

For ELPNO 2018, the Planning Committee selected a mix of skilled faculty, industry leaders and subject matter experts, each of whom prepared highly informative and interactive content sessions, including several engaging and intellectual lunch and/or dinner presentations (see Appendix A for a list of program agenda with presenters).

2018 ELPNO Participating Organizations

The 2018 ELPNO class was comprised of 30 individuals representing 25 organizations and 2 states. 15 were CEO's/Executive Directors, 14 were key management staff, and 1 a CPA who works primarily with nonprofit organizations and serves on nonprofit boards. Organizational budgets ranged from \$30,000 - \$150 million, and organizations employed over 7,500 total employees and are supported by – and support – over 25,000 volunteers.

Organization	Location
Gratitude America, Inc.	Fernandina Beach, FL
Coastal Plain CASA	Tifton, GA
Creating Connected Communities	Marietta, GA
Family Enrichment Group, Inc.	Thomasville, GA
Fulton County CASA	Atlanta, GA
Georgia Budget and Policy Institute	Atlanta, GA
Georgia CASA	Atlanta, GA
Goodwill of North Georgia	Decatur, GA
Harry Chapin Foodbank of SW Florida	Ft. Myers, FL
Horizons Atlanta	Atlanta, GA
International Rescue Committee (IRC) in Atlanta	Atlanta, GA
Jewish Kids Groups	Atlanta, GA
Junior Achievement of Georgia	Acworth, GA
Multi-Agency Alliance for Children, Inc.	Atlanta, GA
National Youth Advocate Program	Decatur, GA
Piedmont CASA	Athens, GA
Prevent Blindness Georgia	Atlanta, GA
Southeast Regional Produce Cooperative	Marietta, GA
Team Red, White and Blue	Atlanta, GA
The GLOBE Academy	Atlanta, GA
The Mission Continues	Fayetteville, GA
United Way of Greater Atlanta	Atlanta, GA
VOX Teen Communications	Atlanta, GA
W Georgia Prevention & Advocacy Resource Center, Inc. (PARC)	Carrollton, GA
Windham Brannon P.C.	Atlanta, GA

ELPNO 2018 Evaluation

The ELPNO 2018 Planning Committee asked the J.W. Fanning Institute for Leadership Development at the University of Georgia to assess participants' perceptions of and satisfaction with the week-long program. The evaluation was designed to measure participants' on-site response to individual sessions and to the overall program.

Participants received and responded to an electronically delivered pre-survey, including a pre-skill/knowledge assessment and open ended questions regarding their expectations for the program. Hard copies of session evaluation forms were distributed to each participant immediately following each session. Participants were asked to complete each form immediately, though some participants returned the completed forms at the end of the same day or next morning. The overall program evaluation, including the post-assessment of leadership skills/knowledge, was conducted after the final session on the final day of programming. Participants were assured that their ratings and comments were anonymous, and that open, honest, and constructive feedback was welcome.

The ELPNO 2018 evaluation forms reflected the information interests of the program sponsors, who sought specific feedback regarding the following:

Overall program:

- Extent to which participants gained nonprofit leadership knowledge and/or skills
- Extent to which the program was congruent with goals and objectives
- Extent to which the program met learners' expectations
- Perceptions of and suggestions for program processes and future content

Individual sessions:

- Relevance
- Effectiveness
- Usefulness
- Applicability to participant and their organization

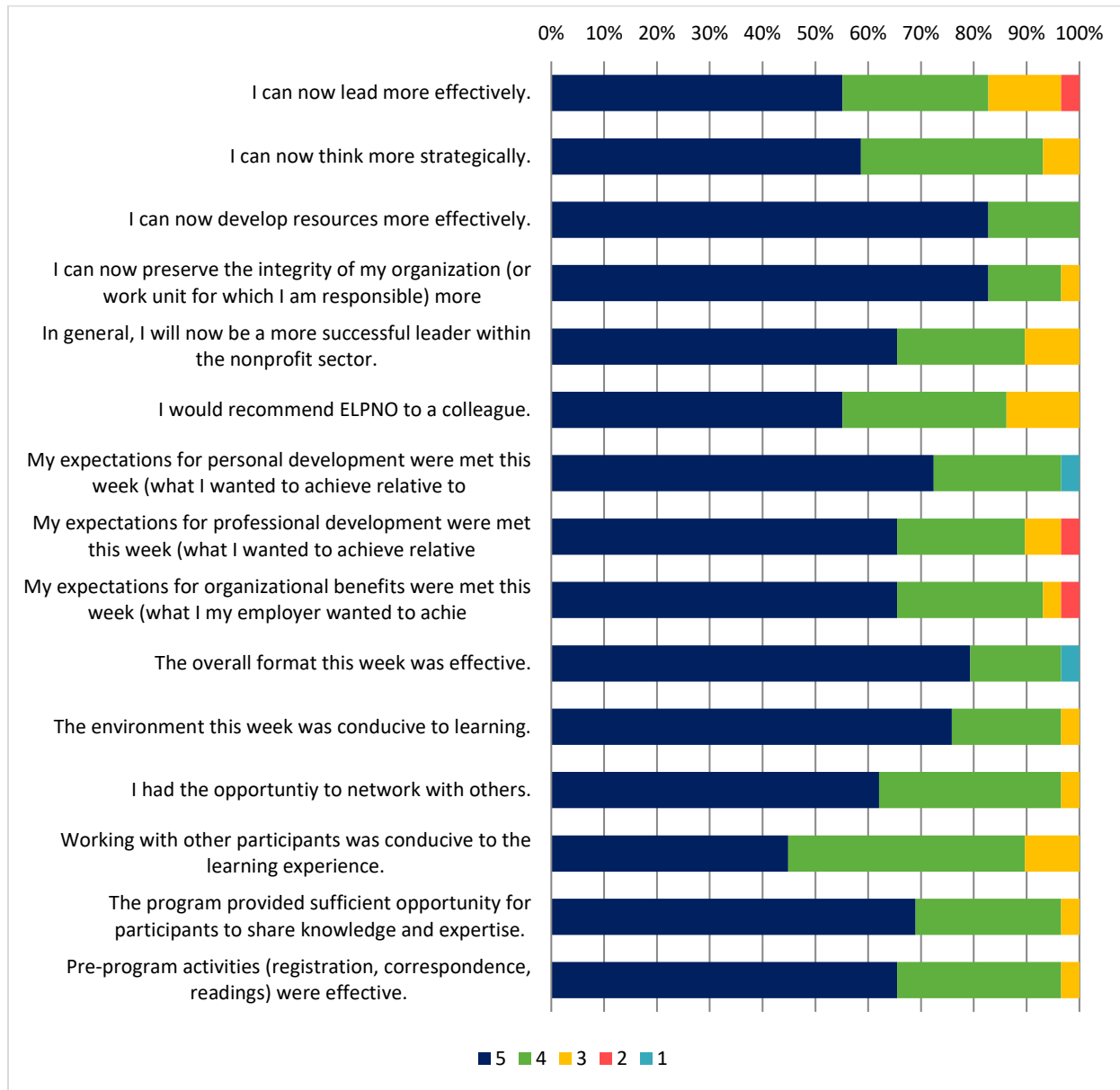
The evaluation forms are included as Appendix B. Likert-type rating scales were used for most items, in which 1 represented unfavorable responses (i.e., "Strongly Disagree", "Poor", and "Did Not Meet Expectations") and 5 represented favorable responses (i.e., "Strongly Agree", "Excellent", and "Exceeded Expectations"). Both session and program evaluation forms include open-ended questions for participants to provide additional feedback on various aspects of the ELPNO program.

Findings – Overall Program

Table 1: Mean Scores by Survey Item for Overall Program (Scale of 1-5)

Items	Mean	Std. Deviation	N
1. I can now lead more effectively	4.62	0.56	29
2. I can now think more strategically	4.66	0.55	29
3. I can now develop resources more effectively	4.34	0.67	29
4. I can now preserve the integrity of my organization (or work unit for which I am responsible) more effectively	4.59	0.57	29
5. In general, I will now be a more successful leader within the nonprofit sector	4.72	0.53	29
6. I would recommend ELPNO to a colleague	4.69	0.81	29
7. My expectations for personal development were met this week (what I wanted to achieve relative to my personal leadership skills and abilities)	4.55	0.74	29
8. My expectations for professional development were met this week (what I wanted to achieve relative to my career goals)	4.51	0.78	29
9. My expectations for organizational benefit were met this week (what I and my employer wanted to achieve relative to business goals)	4.62	0.82	29
10. The overall format this week was effective	4.41	0.73	29
11. The environment this week was conducive to learning	4.55	0.69	29
12. I had the opportunity to network with others	4.79	0.49	29
13. Working with other participants was conducive to the learning experience	4.83	0.38	29
14. The program provided sufficient opportunity for participants to share knowledge and experience	4.52	0.63	29
15. Pre-program activities (registration, correspondence, readings) were effective	4.34	0.86	29

Figure 1: Distribution of Responses by Survey Item for Overall Program



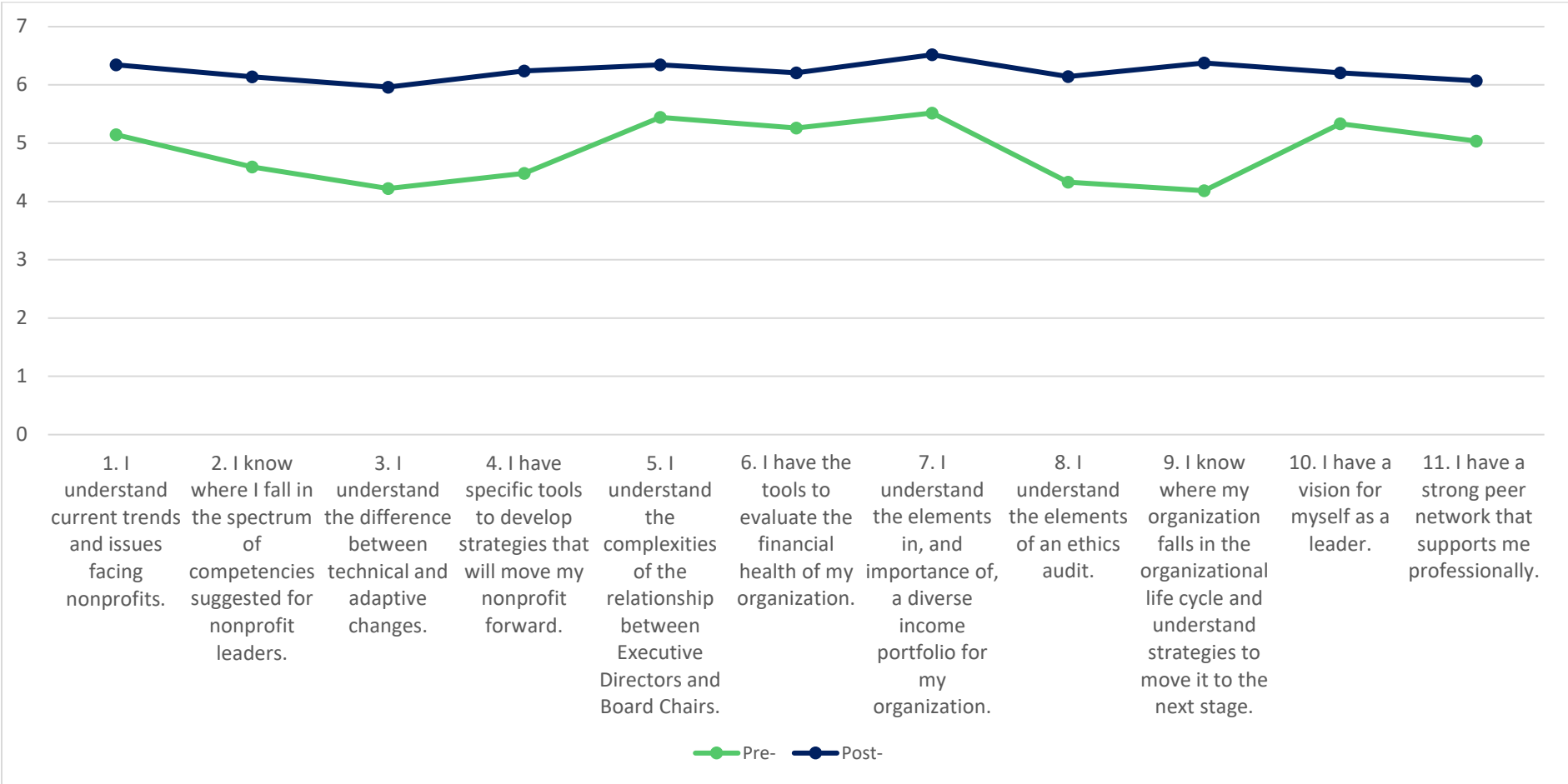
On a 5 point scale, where 1 means “Strongly Disagree” and 5 means “Strongly Agree” or where 1 means “Did Not Meet Expectations” and 5 means “Exceeded Expectations”

Findings – Pre- and Post-Assessment

Table 2: Mean Scores by Survey Item for Pre-Survey and Post-Assessment of Nonprofit Leadership Skills/Knowledge (Scale of 1-7)

Items	Pre-Survey Mean	Pre-Survey SD	Pre-Survey N	Post-Survey Mean	Post-Survey SD	Post-Survey N	Percentage INCREASE from Pre-Post
1. I understand current trends and issues facing nonprofits.	5.15	0.66	27	6.34	1.01	29	23.24
2. I know where I fall in the spectrum of competencies suggested for nonprofit leaders.	4.59	1.15	27	6.14	0.79	29	33.64
3. I understand the difference between technical and adaptive changes.	4.22	1.55	27	5.96	0.98	27	41.23
4. I have specific tools to develop strategies that will move my nonprofit forward.	4.49	1.89	27	6.24	0.83	29	39.27
5. I understand the complexities of the relationship between Executive Directors and Board Chairs.	5.44	1.23	27	6.34	0.67	29	16.54
6. I have the tools to evaluate the financial health of my organization.	5.26	1.32	27	6.21	0.73	29	18.02
7. I understand the elements in, and importance of, a diverse income portfolio for my organization.	5.52	1.10	27	6.52	0.78	29	18.10
8. I understand the elements of an ethics audit.	4.33	1.44	27	6.14	0.97	28	41.76
9. I know where my organization falls in the organizational life cycle and understand strategies to move it to the next stage.	4.19	1.64	27	6.38	0.82	29	52.43
10. I have a vision for myself as a leader.	5.33	1.24	27	6.21	0.82	29	16.38
11. I have a strong peer network that supports me professionally.	5.04	1.70	27	6.07	1.28	29	20.49

Figure 2: Change in Mean Scores by Survey Item for Pre and Post Assessment (scale of 1-7)

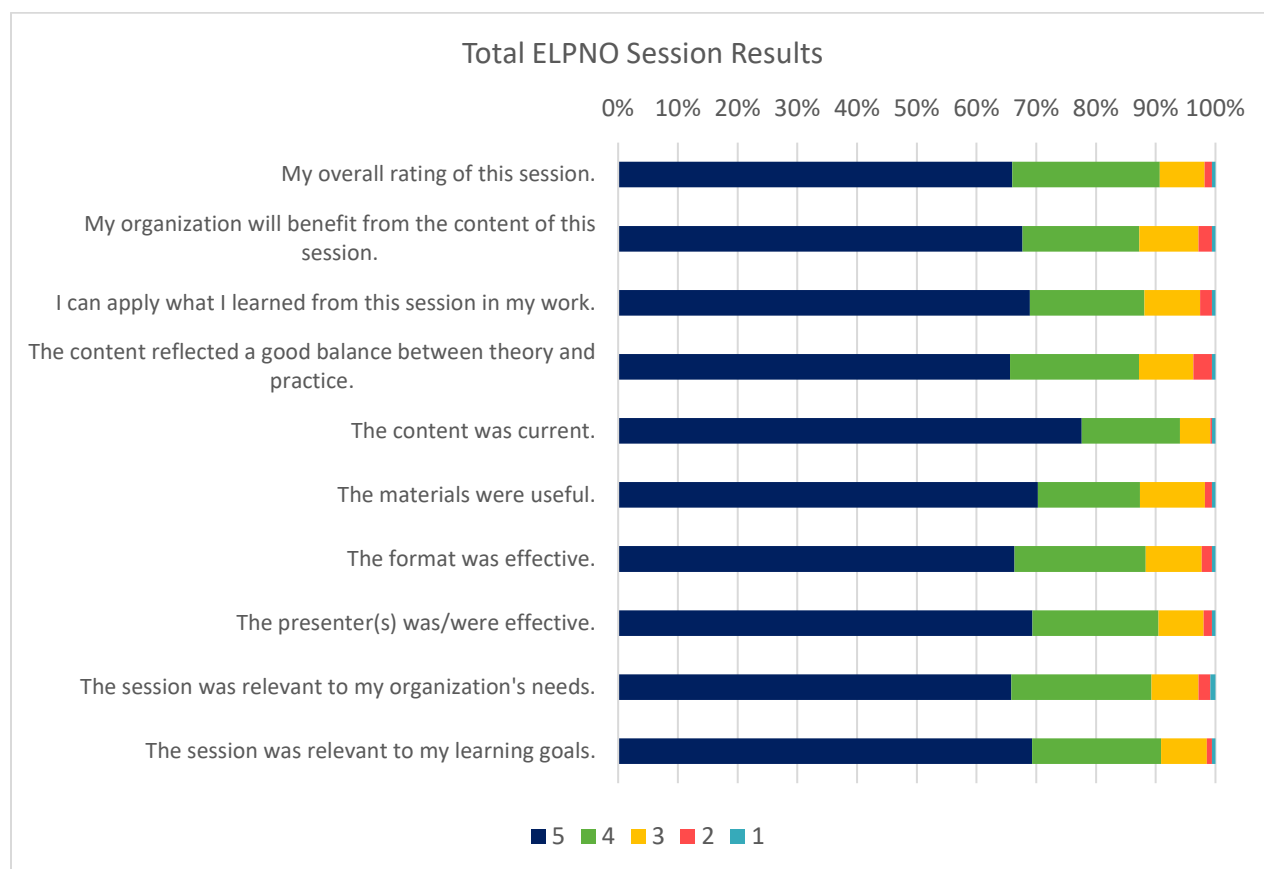


Findings – All Sessions Combined

Table 3: Mean Scores by Survey Item for Individual Sessions, Combined

Items	Mean	Std. Deviation	N
Overall Rating for this Session	4.54	0.74	332
1. The session was relevant to my learning goals	4.58	0.72	352
2. The session was relevant to my organization's needs	4.51	0.79	354
3. The presenter/s was/were effective	4.57	0.74	356
4. The format was effective	4.52	0.78	351
5. The materials were useful	4.55	0.78	340
6. The content was current	4.70	0.53	353
7. The content reflected a good balance between theory and practice	4.49	0.65	352
8. I can apply what I learned from this session in my work	4.54	0.72	354
9. My organization will benefit from the content of this session	4.52	0.78	353

Figure 3: Distribution of Responses by Survey Item for Individual Sessions, Combined



On a 5 point scale, where 1 means “Strongly Disagree” and 5 means “Strongly Agree”
or where 1 means “Poor” and 5 means “Excellent”

Appendices

Appendix A – ELPNO 2018 Daily Agendas

pages 12 - 18

Appendix B – ELPNO 2018 Evaluation Forms

pages 18 - 21

Appendix A – ELPNO 2018 Daily Agendas

Sunday, January 7

The Nonprofit Sector

1:30 pm

OPENING SESSION

GRADUATE ATHENS, GALLERIA TWO
295 Dougherty Street, Athens
graduatehotels.com

Welcome

Janet Rechtman
J.W. Fanning Institute for Leadership Development,
University of Georgia

Special Welcome for Woods Bowman Fellow

Dennis Young
Professor Emeritus, Georgia State University

Introductions

Janet Rechtman

Profile of the Class of 2018

Julie Meehan
J.W. Fanning Institute for Leadership Development

3:30 pm -

Understanding the Environment in Which NPOs Operate

5:30

Ebonie Johnson Cooper
Principal Consultant, Friends of Ebonie, LLC & founder of the Young, Black & Giving Back
Institute

6:00

Dinner

Welcome from ELPNO Alumni

Elaine Armstrong
Vice President of Marketing, Goodwill of North Georgia
ELPNO Class of 2014

Keynote

Ray Bishop

Chair of ELPNO Advisors

What to expect from ELPNO, Reminders, Q&A

7:00 –
7:30 pm

ADJOURN

Monday, January 8

Strategic Leadership in the Nonprofit Sector

- 7:40 am HOTEL SHUTTLE DEPARTS
- 8:00 am **WELCOME, HOUSEKEEPING, & REFLECTION**
J.W. FANNING INSTITUTE
1240 S. Lumpkin Street, Athens
fanning.uga.edu
- 9:15 am **Strategic Leadership: What Leaders Do**
Julie Meehan, J.W. Fanning Institute for Leadership Development, University of Georgia
Dr. Janet Rechtman, J.W Fanning Institute for Leadership Development, University of Georgia
- BREAK
- Strategic Leadership: What Leaders Do (cont'd)**
- 11:45 am GROUP PHOTO & LUNCH
- 1:00 pm **Thinking Strategically About the Issues NPOs Face**
Dr. Jesse Lecy, School of Community Resources and Development, Arizona State University & co-founder of the Nonprofit Open Data Collective
- BREAK
- Thinking Strategically About the Issues NPOs Face (cont'd)**
- 5:00 pm **AGENCY TOUR & DINNER**
NUÇI'S SPACE
396 Oconee Street, Athens
nuci.org
Bob Sleppy, Executive Director
- 8:00pm **ADJOURN**

Tuesday, January 9

Governance & Stewardship

7:40 am HOTEL SHUTTLE DEPARTS

8:00 am **OPENING REFLECTION**
J.W. FANNING INSTITUTE

8:30 am **Board Governance**
Dr. Mindy Wertheimer, School of Social Work, Georgia State University

BREAK

Board Governance (cont'd)

11:45 am LUNCH

1:00 pm **Financial Leadership**
Dr. Elizabeth Searing, Rockefeller College of Public Affairs and Policy, University at Albany (SUNY) & Director of the Institute of Nonprofit Leadership and Community Development

BREAK

Financial Leadership (cont'd)

5:00 pm **DINNER & CURRENT TOPICS IN NONPROFITS**
J.W. FANNING INSTITUTE

Julie Meehan, J.W. Fanning Institute for Leadership Development, University of Georgia
Dr. Janet Rechtman, J.W Fanning Institute for Leadership Development, University of Georgia

8:00pm **ADJOURN**

Wednesday, January 10

Resource Development Strategies

7:40 am HOTEL SHUTTLE DEPARTS

8:00 am **OPENING REFLECTION**
J.W. FANNING INSTITUTE

8:30 am **Trends in Nonprofit Finance**
John O’Kane, Nonprofit Studies Program, Department of Public Management and Policy,
Andrew Young School of Policy Studies, Georgia State University, & principal of John
O’Kane Consulting
Dr. Dennis Young, Professor Emeritus, Georgia State University & founding ELPNO faculty

BREAK

Trends in Nonprofit Finance (cont’d)

11:45 am LUNCH

1:00 pm **A Deeper Exploration of Financial Strategies: A Case Study**
John O’Kane
Dr. Kathy Palumbo, recently retired from the Community Foundation for Greater
Atlanta & freelance author

BREAK

Financial Strategies (cont’d)

6:00 pm **DINNER & NONPROFIT LEADERSHIP CIRCLE**
Sustaining a Nonprofit Career
GRADUATE ATHENS, GALLERIA TWO

Tom Andrews, Mercy Care
Dolph Goldenburg, The Goldenburg Group
Dr. Kathy Palumbo

8:00 pm **ADJOURN**

Thursday, January 11

Personal Leadership

- 7:40 am HOTEL SHUTTLE DEPARTS
- 8:00 am **OPENING REFLECTION**
J.W. FANNING INSTITUTE
- 8:30 am **Ethical Leadership**
Dr. Edward Queen, Director, D. Abbott Turner Program in Ethics and Servant Leadership
& Director of Pedagogy for the Emory Integrity Project
- 11:00 am **The Nonprofit Lifecycle**
Dr. Janet Rechtman
Dr. Maritza Soto Keen, J.W. Fanning Institute for Leadership Development
- 11:45 am LUNCH – NONPROFIT CONSULTING OPPORTUNITIES
- 1:00 pm **Nonprofit Leadership Case Study & Motivations**
Dr. Janet Rechtman
Dr. Maritza Soto Keen
- 5:00 pm **ADJOURN** - *Dinner on Your Own*

Friday, January 12

Reflection & Graduation

8:40 am HOTEL SHUTTLE DEPARTS

9:00 am **REFLECTIVE EXERCISE: TYING IT ALL TOGETHER**
J.W. FANNING INSTITUTE

Julie Meehan

10:30 am **Self-Graduation**

12:30 pm **ADJOURN**

Boxed lunches will be provided and training rooms will be available for additional conversation, fellowship, and reflection.

Appendix B – Evaluation Forms



2018 Session Evaluation

Session: _____
Presenters: _____

Please rate the following on a scale of 1 to 5, where 5 means “Strongly Agree” and 1 means “Strongly Disagree.”

- 1. The session was relevant to my learning goals 5 4 3 2 1
- 2. The session was relevant to my organization’s needs 5 4 3 2 1
- 3. The presenter(s) was/were effective 5 4 3 2 1
- 4. The format was effective 5 4 3 2 1
- 5. The materials were useful 5 4 3 2 1
- 6. The content was current 5 4 3 2 1
- 7. The content reflected a good balance between theory and practice 5 4 3 2 1
- 8. I can apply what I learned from this session in my work 5 4 3 2 1
- 9. My organization will benefit from the content of this session 5 4 3 2 1

Please rate the following on a scale of 1 to 5, where 5 means “Excellent” and 1 means “Poor.”

- 1. My overall rating of this session 5 4 3 2 1
- 2. The most effective part of this session was:

- 3. The least effective part of this session was:

- 4. Additional Comments:



ELPNO 2018 Program Evaluation

EXECUTIVE LEADERSHIP PROGRAM
FOR NONPROFIT ORGANIZATIONS

The goal of ELPNO is to expand a participant’s capacity to be a successful leader within a nonprofit organization. Related objectives are to increase a participant’s ability to lead effectively, think strategically, develop resources, and preserve the integrity of the organization. We also recognize that each participant also brings to the program their individual goals and expectations, which we hope to meet.

To help us better achieve program outcomes, meet learner expectations, and improve program processes, we ask for your feedback at the end of the week. Think back on your overall experience. If we haven’t earned your highest rating, tell us why! Your ratings and comments will assist us in continual improvement. Thank you.

Please respond to the following statements on a scale of 7 to 1, where a 7 indicates “Strongly Agree” and 1 indicates “Strongly Disagree.”

	Strongly Agree	Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
I understand current trends and issues facing nonprofits	7	6	5	4	3	2	1
I know where I fall in the spectrum of competences suggested for nonprofit leaders	7	6	5	4	3	2	1
I understand the difference between technical and adaptive changes	7	6	5	4	3	2	1
I have specific tools to develop strategies that will move my nonprofit forward	7	6	5	4	3	2	1
I understand the complexities of the relationship between Executive Directors and Board Chairs	7	6	5	4	3	2	1
I have the tools to evaluate the financial health of my organization	7	6	5	4	3	2	1
I understand the elements in, and importance of, a diverse income portfolio for my organization	7	6	5	4	3	2	1
I understand the elements of an ethics audit	7	6	5	4	3	2	1
I know where my organization falls in the organizational life cycle and understand strategies to move it to the next stage	7	6	5	4	3	2	1
I have a vision for myself as a leader	7	6	5	4	3	2	1
I have a strong peer network that supports me professionally	7	6	5	4	3	2	1



Please rate the following on a scale of 1 to 5, where 5 means “Strongly Agree” and 1 means “Strongly Disagree.”

As a result of my participation this week:

1. I can now lead more effectively	5	4	3	2	1
2. I can now think more strategically	5	4	3	2	1
3. I can now develop resources more effectively	5	4	3	2	1
4. I can now preserve the integrity of my organization (or work unit for which I am responsible) more effectively	5	4	3	2	1
5. In general, I will now be a more successful leader within the nonprofit sector	5	4	3	2	1
6. I would recommend ELPNO to a colleague	5	4	3	2	1

Please rate the following on a scale of 1 to 5, where 5 means “Exceeded Expectations” and 1 means “Did Not Meet Expectations.”

1. My expectations for personal development were met this week (what I wanted to achieve relative to my personal leadership skills and abilities)	5	4	3	2	1
2. My expectations for professional development were met this week (what I wanted to achieve relative to my career goals)	5	4	3	2	1
3. My expectations for organizational benefit were met This week (what I and my employer wanted to achieve relative to business goals)	5	4	3	2	1

Please rate the following on a scale of 1 to 5, where 5 means “Strongly Agree” and 1 means “Strongly Disagree.”

1. The overall format this week was effective	5	4	3	2	1
2. The environment this week was conducive to learning	5	4	3	2	1
3. I had the opportunity to network with others	5	4	3	2	1
4. Working with other participants was conducive to the learning experience	5	4	3	2	1
5. The program provided sufficient opportunity for participants to share knowledge and expertise	5	4	3	2	1
6. Pre-program activities (registration, correspondence, readings) were effective	5	4	3	2	1

1. How did your ELPNO experience this week impact you?

2. What else could we have done to maximize your ELPNO experience?

3. What suggestions do you have for improving participant interaction/collaboration?

4. What suggestions do you have for our future marketing of the program?

5. What other comments or suggestions do you have?