

ELPNO

EXECUTIVE LEADERSHIP PROGRAM
FOR NONPROFIT ORGANIZATIONS

Evaluation of the Executive Leadership Program for Nonprofit Organizations (ELPNO) 2020

Report of Findings

Initial Report

Executive Summary

The Executive Leadership Program for Nonprofit Organizations (ELPNO) is a professional development program for current and emerging executives and other leaders working 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 2020 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, figures displaying distribution of responses, and comments to synthesize the information collected.

Organization of the Report

This report begins with an overview of the ELPNO 2020 program. Next, a brief overview of the evaluation process is provided. Findings are then detailed, including ratings and comments from ELPNO 2020 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 2020 is a partnership of two leading academic institutions--the Nonprofit Studies Program in the Andrew Young School for Policy Studies at Georgia State University and the J.W. Fanning Institute for Leadership Development at the University of Georgia. This joint venture provides cutting edge content that offers insight and guidance to leaders as they explore proactive methods for improving the effectiveness of their organizations and their individual impact on that work.

ELPNO 2020 was conducted at the Fanning Institute in Athens, Georgia from Sunday, January 12, through Friday, January 17, 2020. Nineteen (19) participants attended and many resided at the conference hotel throughout the week. Participants were contacted individually via email prior to their arrival in Athens and were given the opportunity to provide their expectations and desired outcomes for the week-long experience along with their reasons for choosing the ELPNO program.

ELPNO Faculty

For ELPNO 2020, the Planning Committee selected a mix of skilled faculty, industry leaders and subject matter experts from from The Urban Institute, Emory University, the State University of New York, the University of Georgia and the Andrew Young School of Policy Studies at Georgia State University.

, (see Appendix A for a list of program agenda with presenters).

ELPNO Participants

The 2020 ELPNO class was comprised of 19 individuals representing 19 unique organizations from across Georgia. 9 were CEO's/Executive Directors and 10 were key management staff. Organizational budgets ranged from \$100,000 - \$5,000,000 and organizations employed over 11,000 total employees and are supported by – and support – over 36,000 volunteers.

Organization	Location
After School All Stars/ Georgia State University	Atlanta, GA
Andrew Young School of Policy Studies, Georgia State University	Atlanta, GA
Atlanta Community Food Bank Inc.	Atlanta, GA
Atlanta Fire Rescue Foundation, Inc.	Atlanta, GA
The Atlanta Jewish Music Festival	Norcross, GA
Aurora Day Camp	Atlanta, GA
CASA of Forsyth County, Inc.	Cumming, GA
CEFGA - Construction Education Foundation of Georgia	Roswell, GA
Children First, Inc.	Athens, GA
Georgia Center for Civic Engagement	Cartersville, GA
Georgia Mountain Food Bank	Gainesville, GA
Goodwill of North Georgia	Decatur, GA
In The City Camps	Atlanta, GA
Mental Health America of Georgia	Atlanta, GA
New American Pathways	Atlanta, GA
Park Place Outreach, Inc	Savannah, GA
Quinlan Visual Arts Center	Gainesville, GA
Tri-County CASA Inc.	Baxley, GA
The Warrior Alliance	Atlanta, GA

ELPNO 2020 Evaluation

The ELPNO 2020 Planning Committee worked with faculty from 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 1) participants' on-site response to individual sessions, 2) response to the overall program, and 3) increase in knowledge and skill.

To that end, participants received and responded to

an electronically delivered pre-survey, including both a pre-skill/knowledge assessment and a series of open-ended questions to collect 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 2020 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

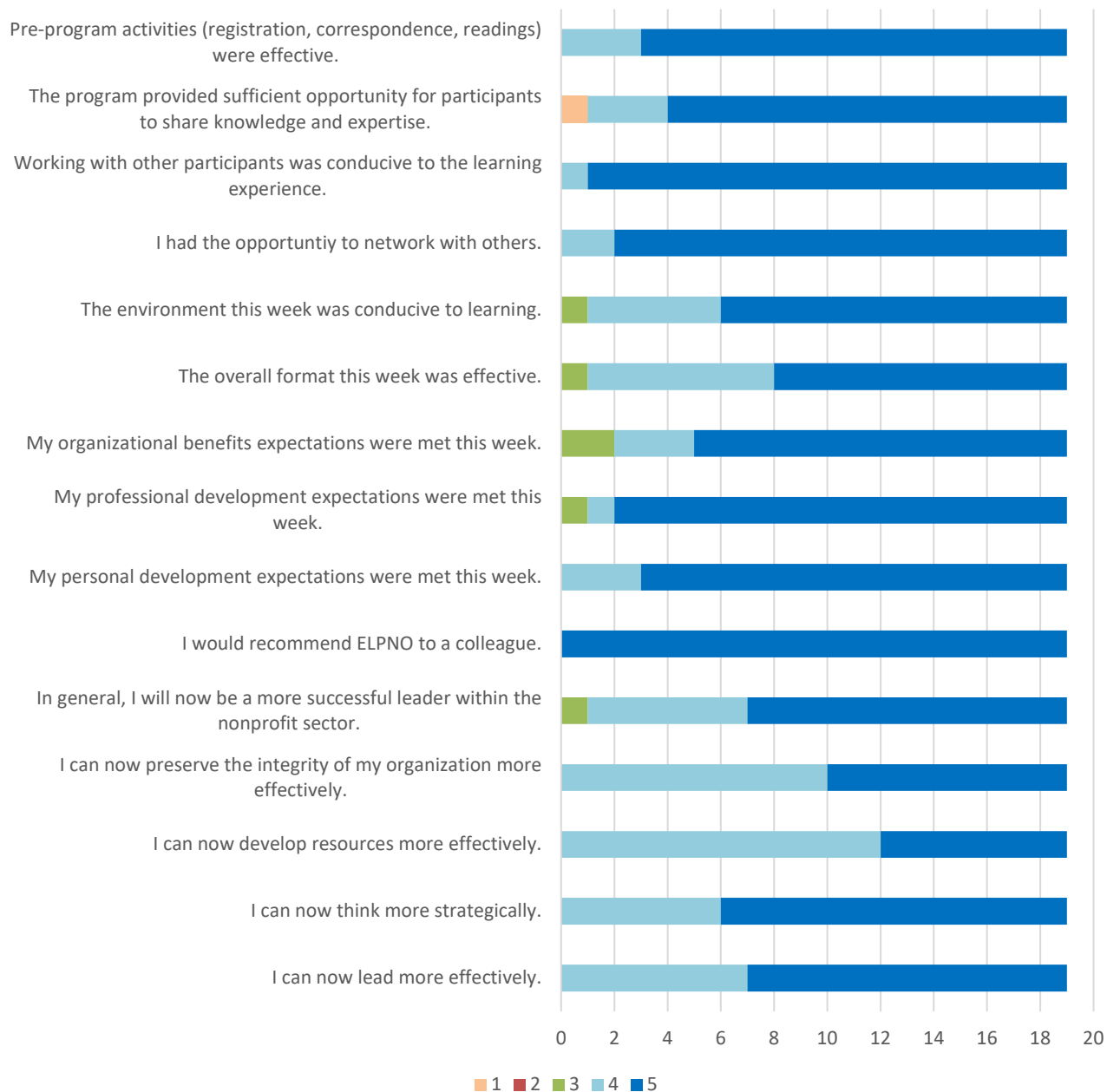
The evaluation forms are included as Appendix B. Likert-type rating scales were used for most items, in which participants were asked to choose "Strongly Agree", "Agree", "Disagree", or "Strongly Disagree" in response to a series of statements relevant to the content, delivery, relevancy, and effectiveness. 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
I can now lead more effectively.	4.63	0.50	19
I can now think more strategically.	4.68	0.48	19
I can now develop resources more effectively.	4.37	0.50	19
I can now preserve the integrity of my organization (or work unit for which I am responsible) more.	4.47	0.51	19
In general, I will now be a more successful leader within the nonprofit sector.	4.58	0.61	19
I would recommend ELPNO to a colleague.	5.00	0.00	19
My expectations for personal development were met this week (what I wanted to achieve relative to my personal leadership skills and abilities).	4.84	0.37	19
My expectations for professional development were met this week (what I wanted to achieve relative to my career goals).	4.84	0.50	19
My expectations for organizational benefit were met	4.63	0.68	19
This week (what I and my employer wanted to achieve relative to business goals).	4.53	0.61	19
The environment this week was conducive to learning.	4.63	0.60	19
I had the opportunity to network with others.	4.89	0.32	19
Working with other participants was conducive to the learning experience.	4.95	0.23	19

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”

What three actions will you take as a result of your time at ELPNO?

(One)

- Address board governance issues.
- Be intentional about board development/governance.
- Go to the balcony more.
- Better financial reporting.
- Look at potential funding streams based on the community to which I engage.
- Provide growth chart to board.
- Do some digging about our financials.
- Meet and discuss experience with supervisor.
- Creating space to meet with mentors.
- Board governance.
- Look into the governance of our board and make sure we are doing things the right way.
- Focus on board development.
- Self assessment.
- Give my board the tools and allow them to be self-sufficient.
- Implement financial strategy.
- Three images exercises with staff.
- Form a board.
- Financial assessment.
- Have an intentional conversation with my incoming board chair about increasing staff capacity.

(Two)

- Share fundraising info with board.
- Intentionally review of revenue model.
- Organize notes and set goals.
- Network with others.
- Buy a few books I was encouraged to utilize to solve a few problems (challenges).
- Create ethics policies.
- Seek a mentor.
- Share relevant info with my team members.
- Taking some personal/professional steps.
- Take time to be intentional @leadership.
- Look into the financial health of my organization.
- Work on my leadership.
- Fundraising education.
- Take more time on the balcony and plan, prioritize and then practice.
- Identify parties that benefit from our work (quantify that benefits).
- Advocate for board to take on board development role.
- Meet/collaborate with ED.
- Diversification of fundraising.
- Tighten our strategic plan with a view to the organizational life cycle.

(Three)

- Take better care of myself.
- Build our leadership bench strength.
- Do self strategic plan - where do I want to be in 5 years in the sector.
- Evaluated funding %.
- Share my experiences with team members who have been through ELPNO in past years.
- Create succession plan.
- Steward relationships more frequently.
- Make a plan for applying learnings.
- Learning more about our finances.
- Fundraising focus.
- Network with more NPO professionals.
- Write a strategic plan with board that reflect their goals.
- Future development.
- Develop relationships with future donors and find a mentor.
- Connect with my ELPNO peers.
- Use the life cycle activity to look at my specific program.
- Evaluate financials.
- Board/ED relationship.
- Carve out reflection time on a regular basis.

Would you be interested in reconvening with your ELPNO 2020 classmates in Atlanta or Athens 6 months from now?

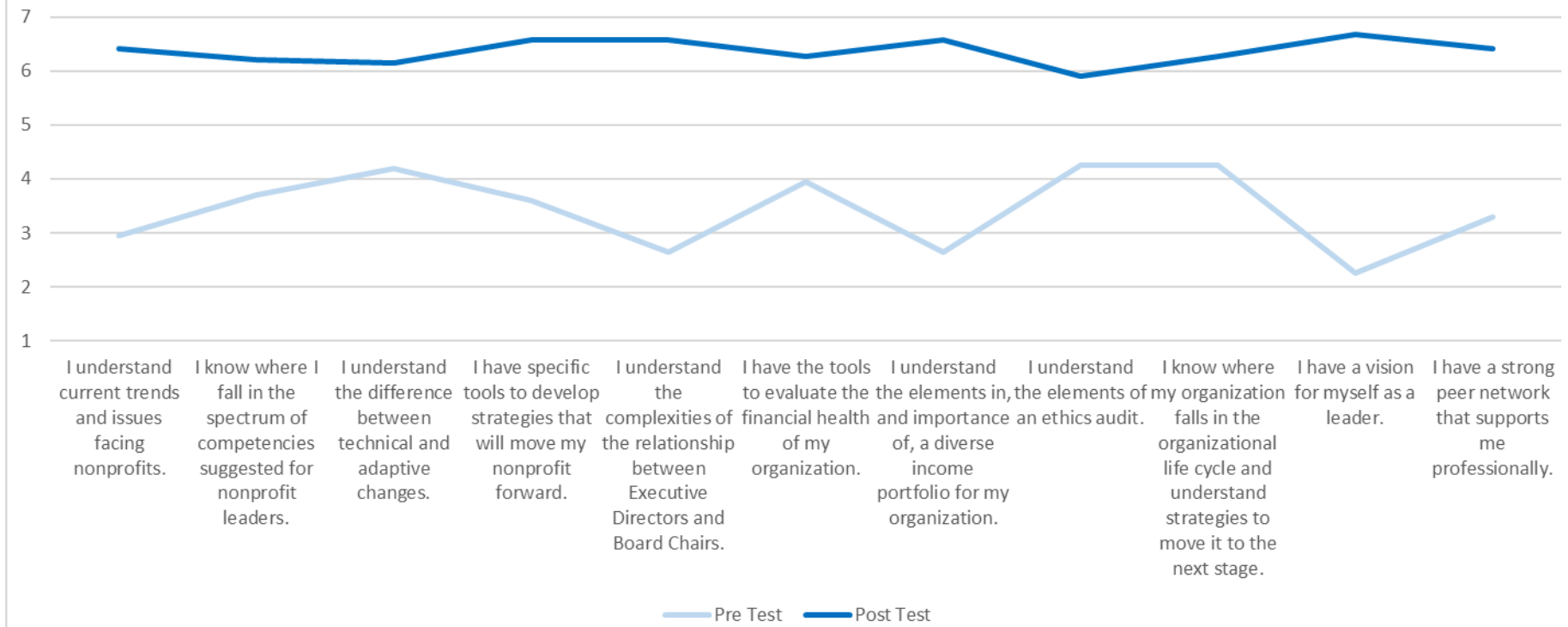
100% of the participants answered “yes”

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)

	Pre Test			Post Test			Percent Increase
	Mean	Standard Deviation	N	Mean	Standard Deviation	N	
I understand current trends and issues facing nonprofits.	2.95	1.24	20	6.42	0.51	19	117.66%
I know where I fall in the spectrum of competencies suggested for nonprofit leaders.	3.7	1.71	20	6.21	0.63	18	67.85%
I understand the difference between technical and adaptive changes.	4.2	1.36	20	6.16	0.76	19	46.62%
I have specific tools to develop strategies that will move my nonprofit forward.	3.6	1.5	20	6.58	0.69	19	82.75%
I understand the complexities of the relationship between Executive Directors and Board Chairs.	2.65	1.24	20	6.58	0.61	19	148.26%
I have the tools to evaluate the financial health of my organization.	3.95	1.47	20	6.26	0.65	19	58.56%
I understand the elements in, and importance of, a diverse income portfolio for my organization.	2.65	1.42	20	6.58	0.61	19	148.26%
I understand the elements of an ethics audit.	4.25	1.51	20	5.89	1.10	19	38.70%
I know where my organization falls in the organizational life cycle and understand strategies to move it to the next stage.	4.25	1.41	20	6.26	0.73	19	47.37%
I have a vision for myself as a leader.	2.25	1.04	20	6.68	0.48	19	197.08%
I have a strong peer network that supports me professionally.	3.3	1.52	20	6.42	0.51	19	94.58%

Figure 2: Change in Mean Scores by Survey Item for Pre and Post Assessment



Findings – All Sessions Combined

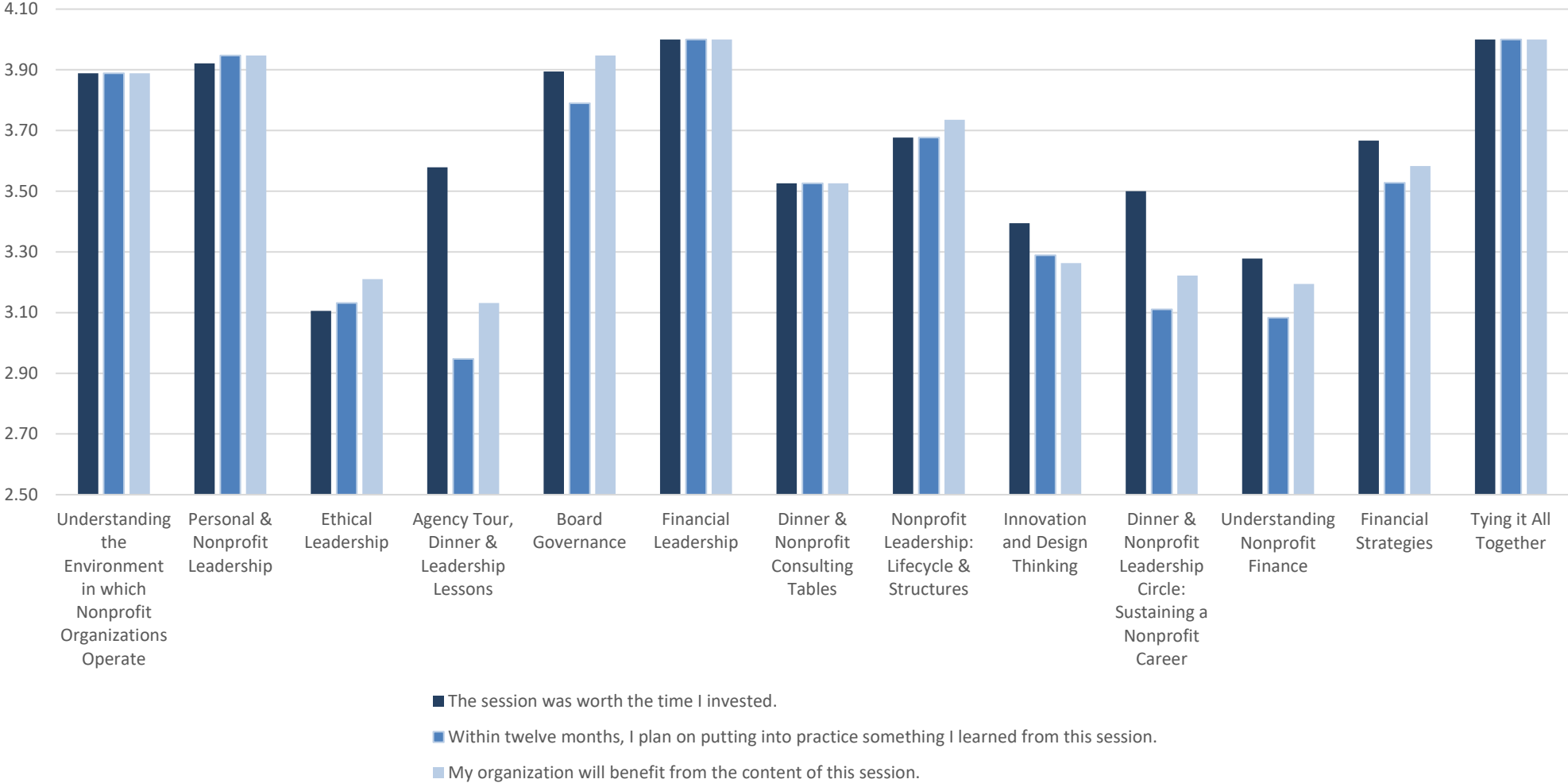
Table 3: Mean Scores by Survey Item for Individual Sessions, Combined

Item	Mean	Standard Deviation	N
The session was relevant to my learning goals.	3.65	0.56	241
The session goals and objectives were clear.	3.57	0.66	241
Enough time was allotted to cover the materials outlined for this session.	3.55	0.62	241
The facilitator(s) encouraged an exchange of different ideas and experiences	3.73	0.53	241
The content reflected a good balance between theory and practice.	3.61	0.61	241
The delivery methods of the material contributed to effective learning.	3.60	0.64	241
The session was worth the time I invested.	3.65	0.59	241
Within twelve months, I plan on putting into practice something I learned from this session.	3.53	0.67	241
My organization will benefit from the content of this session.	3.59	0.62	241

NOTE: On a 4 point scale, where 1 means “Strongly Disagree” and 4 means “Strongly Agree.”

Findings – Across All Sessions

Figure 3: Individual Session Utility Comparison by Mean Score



Appendices

Appendix A – ELPNO 2020 Daily Agendas

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Appendix B – ELPNO 2020 Evaluation Forms

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Appendix A – ELPNO 2020 Conference Agenda

Sunday, January 12

2:00 pm

Opening Session

GEORGIA CENTER, Room F/G
1197 S. Lumpkin St, Athens, GA 30602
georgiacenter.uga.edu

Welcome, Introductions, & Overview

Sayge Medlin, J.W. Fanning Institute for Leadership Development, University of Georgia

Jennifer King, ELPNO Alumni; Executive Director, Georgia CASA

Profile of the Class of 2020

Sayge Medlin

3:00 pm -

Understanding the Environment in Which NPOs Operate

Shena Ashley, Vice President, Nonprofits and Philanthropy, The Urban Institute

5:00 pm

Networking, Dinner, & Small Group Work

7:30 pm

Adjourn

Monday, January 13

8:00 am **Opening Reflection & Housekeeping**

J.W. FANNING INSTITUTE
1240 S. Lumpkin Street, Athens
fanning.uga.edu

9:00 am **Personal & Nonprofit Leadership**

Sayge Medlin, J.W. Fanning Institute for Leadership Development, University of Georgia

BREAK

Personal & Nonprofit Leadership (cont'd)

11:45 am GROUP PHOTO & LUNCH

1:00 pm **Ethical Leadership**

Edward L. Queen, Ph.D., J.D., D. Abbott Turner Program in Ethics and Servant Leadership,
Emory University

BREAK

Ethical Leadership (cont'd)

4:30 pm **Agency Tour, Dinner, & Leadership Lessons**

NUÇI'S SPACE
396 Oconee Street, Athens
nuci.org

Bob Sleppy, Nuci's Space

7:30 pm **Adjourn**

Tuesday, January 14

- 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)**
- 12:00 pm LUNCH
- 1:00 pm **Financial Leadership**
Dr. Elizabeth Searing, Rockefeller College of Public Affairs and Policy, University at Albany (SUNY)
- BREAK
- Financial Leadership (cont'd)**
- 5:00 pm **Dinner & Nonprofit Consulting Tables**
J.W. FANNING INSTITUTE
- 7:00 pm **Adjourn**

Wednesday, January 15

- 8:00 am **Opening Reflection**
J.W. FANNING INSTITUTE
- 8:30 am **Nonprofit Leadership: Lifecycle & Collaboration**
Sayge Medlin, J.W. Fanning Institute for Leadership Development, University of Georgia
- BREAK
- Nonprofit Leadership: Lifecycle & Collaboration (cont'd)**
- 12:00 pm LUNCH
- 1:00 pm **Innovation and Design Thinking**
Dr. Monica Nandan, Director of Strategic Partnerships and Social Impact, Professor of
 Social Work and Human Services, Kennesaw State University
Dr. Gokul Mandayam, Rhode Island College
- 4:30 pm **Planning for Graduation**
- 5:00 pm **Dinner & Nonprofit Leadership Circle:
Sustaining a Nonprofit Career**
GEORGIA CENTER, Magnolia Room
- 7:30 pm **Adjourn**

Thursday, January 16

- 8:00 am **Opening Reflection**
J.W. FANNING INSTITUTE
- 8:30 am **Understanding Nonprofit Finance**
Dennis Young, Emeritus Professor, Georgia State University
Visiting Professor, Mandel School, Case Western Reserve University
- 12:00 pm LUNCH
- 1:00 pm **Nonprofit Fundraising Challenges**
John O’Kane, Nonprofit Studies Program, Department of Public Management and Policy,
Andrew Young School of Policy Studies, Georgia State University
- 2:00 pm **Financial Strategies**
John O’ Kane
- 5:00 pm **Adjourn - Dinner on Your Own**

Friday, January 17

8:00 am **Hotel Check Out**

9:00 am **Reflective Exercise: Tying It All Together**

J.W. FANNING INSTITUTE

Sayge Medlin

11:30 am **Self-Graduation**

12:30 am **Evaluation & Lunch**

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

ELPNO 2020 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 where 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
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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
5. of the program?
6. What other comments or suggestions do you have?
7. What three actions will you take as a result of your time at ELPNO?
8. Would you be interested in reconvening with your ELPNO 2020 classmates in Atlanta or Athens 6 months from now? Yes No
If yes, what would you like to spend your time together doing?
9. What learning topics would you like to explore during an alumni event for the ELPNO 2020 class?