



**SMU** | CONTINUING AND  
PROFESSIONAL EDUCATION

Nonprofit Leadership Certificate Program

PO Box 275

Dallas TX 75275

[smu.edu/nonprofit](http://smu.edu/nonprofit)

*"It became obvious that what I needed was to enroll in the Nonprofit Leadership Program offered by the Center and SMU."  
- May 2007 graduate of the Nonprofit Leadership Certificate Program*



CENTER FOR NONPROFIT MANAGEMENT  
*strong nonprofits build strong communities*

[cnmdallas.org](http://cnmdallas.org)

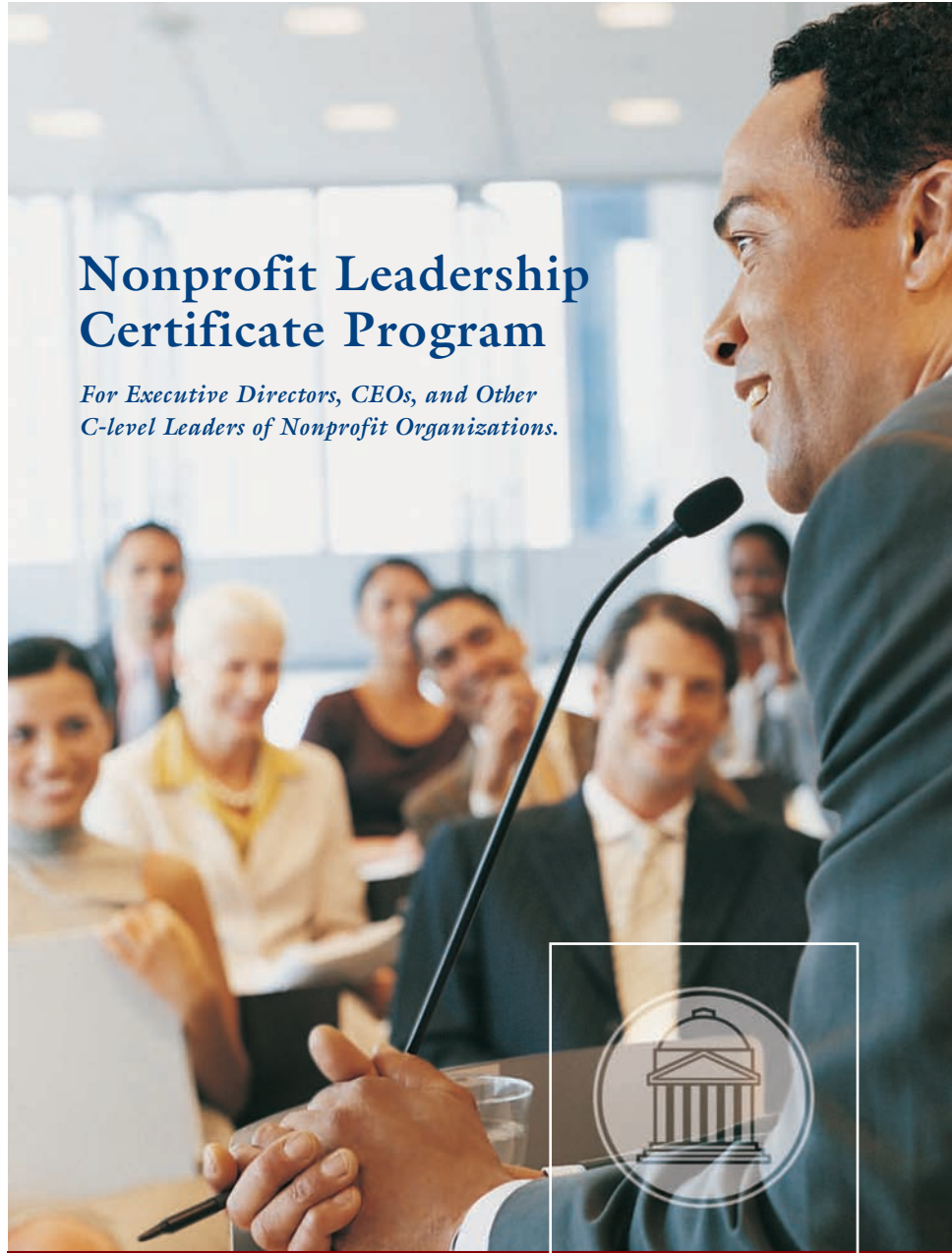


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Nonprofit Org.  
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University

## Nonprofit Leadership Certificate Program

*For Executive Directors, CEOs, and Other  
C-level Leaders of Nonprofit Organizations.*



# SMU

"The best credential in the  
nonprofit sector!"

*-Connie P., 2009 graduate  
of the Nonprofit Leadership  
Certificate Program*

Today's demands on nonprofit CEOs and executive staff reflect the challenges of our times, as the needs for services often exceed the resources allocated to meet them. Offered unparalleled opportunities for spearheading societal change, leaders still can find themselves strained by "the nonprofit difference" and its unique set of expectations:

- To lead with expertise and decisiveness – while sharing power with a diverse team of staff and volunteers.
- To ensure accountability and lean operations – while achieving significant community impact.
- To shape a visionary future – while responding to today's crises.
- To anticipate and avoid ethical dilemmas – while implementing innovative and often untried business practices.
- To foster relationships with philanthropic and public partners – while balancing authenticity and professional development.
- To adopt and adapt to changing management prerogatives and techniques – while honoring foundational missions and values.

*The nonprofit difference can make leadership an uncertain art. The Certificate in Nonprofit Leadership series draws from the best of current theories and practices in leadership, the Center for Nonprofit Management and SMU's seasoned faculty and expert resources steeped in nonprofit culture. The series provides the insights and skills needed to practice the art of leadership with greater deliberation, grace and impact. Sessions engage participants in dialogue and active learning experiences centered around meaningful leadership theories and practices. From personal reflection and professional insight to case studies and experiential learning – a variety of approaches guide participants in mapping session materials to their own leadership landscape.*

## PREREQUISITES

Participants must have at least five years of work experience and must have held CEO and/or executive position(s) at a nonprofit agency for a minimum of two years, either as a paid staff member or as a volunteer. Exceptions will be considered on a case-by-case basis.

## OBJECTIVES

- Learn relevant leadership theories and practices in the context of the nonprofit difference.
- Gain insight into and acumen with your own leadership strengths and style.
- Practice techniques for leading interpersonally, with teams, as a mission advocate and as an organizational change agent.
- Gain access to a network of experts and colleagues offering shared wisdom, proven practices and support.
- Commit to a personal "plan of action" for addressing key organizational and personal-professional leadership challenges.
- Earn a certificate in Nonprofit Leadership from SMU and CNM.

## COURSES AND SCHEDULE

The series consists of 14 half-day sessions per semester, meeting on Fridays from 9 a.m. to 12:30 p.m. The full series is offered twice annually, in the fall and spring academic semesters. Students are encouraged to take the sessions in consecutive order and to complete the series in one semester. Participants are required to attend 12 of the 14 sessions. For details, please consult the Registration Form found at [cnmdallas.org](http://cnmdallas.org).

### 1. The Nonprofit Difference

Explore the nonprofit difference – how the history and culture of 501(c)(3) organizations impact the art of leadership.

### 2. The Mission of Leadership

Explore the current and viable theories of leadership for today's nonprofit CEO and discuss their application within nonprofit culture.

### 3. Self-Styling Leadership (Includes executive version of DiSC assessment)

Identify the strengths and behaviors that shape your leadership style.

### 4. Leading Others to Give

Explore current approaches to increasing contributed income through transformational leadership and building enduring relationships with donors.

### 5. Leading Values Inside the Organization

Leading and honoring a diverse workforce requires leaders to cultivate passion for the mission, and a deliberate articulation and practice of these values.

### 6. Leading Values Outside the Organization

Focus is on the continuum of practices nonprofit leaders may engage in to raise the profile of constituents and issues served by their organizations.

### 7.–8. Living Your Leadership Strengths (Includes executive version of Strengthsfinder assessment)

Emphasis is on leading from strengths, self-care for integration and balance, authenticity, modeling healthy leadership and time/energy management.

### 9. Leading and Developing People and Teams

Discussion and activities focus on developing the leader as coach, transferring ownership to a working team and managing conflict.

### 10.–11. Leading Change, Parts 1 and 2

Focus on the skills, resources and practices nonprofit CEOs and executive staff can access in order to anticipate change and adapt with agility.

### 12. The Ethics of Leadership: Accountability and Integrity

Discuss ethical leadership practices, including stewardship of resources for mission fulfillment, values-based decision-making and an ethics-based organizational culture.

### 13. The Courage to Lead

This session introduces reflective practices that support a healthy relationship between one's "talk" and one's "walk" as a leader.

### 14. The Commitment to Lead

Address the commitment to leadership, defined as "joining of soul and role," by combining the inner journey with outer decisions and responsibilities.

Please visit [cnmdallas.org](http://cnmdallas.org) for course dates and schedule.

## EXPERIENCED INSTRUCTORS

All courses are taught by instructors with extensive backgrounds in leadership development. All instructors have an advanced academic degree, other appropriate professional licenses or designations (C.P.A., C.F.R.E., etc.), and have demonstrated experience and accomplishments that make them experts in their fields.

## COURSE FEES

- Registration fee: \$2,100
- Onetime, nonrefundable application fee: \$25
- Registration fees include all textbooks, course materials and executive versions of the DiSC and Strengthsfinder assessments.
- Application form and online registration available at [cnmdallas.org](http://cnmdallas.org).