



## **Nonprofit and Voluntary Sector Governance & Management Course (PADM5423)**

**June 9<sup>th</sup> to June 17<sup>th</sup> 2011**

**Carleton University, 1125 Colonel By Drive Ottawa**

**Unicenter Building, Room UC 282**

This graduate course is a seven-day, executive training style format being held from June 9<sup>th</sup> to 17<sup>th</sup> 2011 at Carleton University in Ottawa, Ontario. It will explore key issues facing the non-profit and voluntary sector in Canada as well as global trends in civil society. Its aim is to develop a deeper understanding of the non-profit/voluntary sector in the context of contemporary governance. Linking theory to practice, participants will critically assess the kinds of public policies, leadership, and management practices necessary to build the capacity of the sector and to reinforce its role within a democratic society.

This course has been offered yearly since 2007 and has been well attended by those in the non-profit/voluntary sector. It appeals to a broad range of participants interested in the sector including:

- Managers and practitioners in non-profit/voluntary organizations
- Members of non-profit boards and committees
- Policy-makers, funders, and regulators
- Community Investment professionals
- Consultants, researchers, and allied professionals
- Graduate level students.

### **OBJECTIVES**

This course will explore key issues facing non-profit/voluntary organizations and will examine their evolving relationships with governments in Canada and globally. The objectives are:

- To develop a deeper understanding of the non-profit/voluntary sector in the context of contemporary governance; and
- To critically assess the kinds of public policies and management practices that would enable the sector to be stronger and more effective and would promote social innovation.

The course will offer a combination of theory and practical tools related to governance, leadership, networks, partnerships, volunteer resources, communications, public relations, financing, and social innovation. As a policy course, it will also examine the legal and regulatory frameworks and the capacity of the sector to participate in public policy dialogue. Instructors are university faculty (from Carleton and other universities), community leaders, and senior managers from non-profit and voluntary organizations who will draw on their diverse experiences. Participants are encouraged to draw upon

their own experience in working or volunteering in this sector or in government working in partnership and consulting with this sector.

### **COURSE FORMAT**

This graduate course is offered over seven days, in an executive style format. Presentations, small-group discussions, exercises, and guest speakers will provide a balance of theoretical and practical learning. Participants will have opportunities to network and share their own experiences and perspectives.

Professional Development refers to a noncredit status (i.e. no papers, exams, assignments are required nor will a grade be assigned). Professional Development participants will receive a proof of completion at the end of the course. Readings will be given in advance of the course; however, it is not necessary to undertake any of the readings. All module instructors will be presenting highlights of the theory that they will be covering during the day and participants will be able to fully participate in all activities and discussions.

We are limiting class participation to 20 participants for professional development (non credit) and 20 Carleton University graduate level students (for credit).

The course is taught in 7 one-day modules as follows:

#### **Thursday, June 9<sup>th</sup> (12:00 pm to 4:30 pm)**

Introduction

Overview of the Non-Profit and Voluntary Sector

#### **Friday, June 10<sup>th</sup> (8:30 am to 4:30 pm)**

Legislative and Regulatory Framework

Relationship between the Voluntary Sector and Governments

#### **Monday, June 13<sup>th</sup> (8:30 am to 4:30 pm)**

Program Development and Evaluation

#### **Tuesday, June 14<sup>th</sup> (8:30 am to 4:30 pm)**

Financing Civil Society

Human Resources

#### **Wednesday, June 15<sup>th</sup> (8:30 am to 4:30 pm)**

Communications

Media Relations

#### **Thursday, June 16<sup>th</sup> (8:30 am to 4:30 pm)**

Leadership and Governance

#### **Friday, June 17<sup>th</sup> (8:30 am to 1:00 pm)**

Networks, Partnerships, and Alliances

*General description of modules*

### **Module 1 - Overview of the Non-profit and Voluntary Sector**

This module frames later discussions by: 1) providing an overview of the non-profit and voluntary sector in Canada; 2) critically assessing alternative theories of the roles of the sector; and 3) outlining the legislative and regulatory frameworks in which the sector operates. We will start by understanding the size, scope, and trends of the non-profit and voluntary sector in Canada as well as key issues and challenges it faces. We then turn to considering theories about the various roles that this sector plays relative to government and business. How does the sector contribute to the democratic process and what is its role in building healthy communities? We turn from theory to the practical question of: how do we craft an enabling environment and mechanisms of accountability for non-profit and charitable organizations? Who regulates and monitors these organizations?

### **Module 2 - Legislative and Regulatory Framework**

We will begin with an introduction to the legislative framework within which non-profit and voluntary organizations operate in Canada. This will set the stage for an overview of the key developments and milestones in the evolving relationship between the Government of Canada and the voluntary sector, over the past decade. From there, we will provide a snapshot of the current status of voluntary sector-government relations at the provincial/territorial level, including the identification of lead ministries, policy frameworks, and joint mechanisms. We will conclude with a more in-depth presentation of the legal issues and obligations for Canadian registered charities.

### **Module 3 - Program Development and Evaluation**

In a fast changing world, non-profits need new ways of thinking about planning and developing programs, and the outcomes they intend to achieve. Students will be introduced to a variety of traditional and emerging models, tools, and frameworks, including complexity theory, the logic model, Social Return on Investment, and impact measurements. Working from theory to practice we will work in groups to develop a project from *concept* (How do we know it will make change?), to *financing*: (Can we finance it?), to *implementation* planning: (What is the roll out model?), to *evaluation*: (How do we know we made a difference?).

### **Module 4 - Human Resources**

An integrated human resource management approach will be presented which will examine trends in paid employment in the voluntary sector as well as volunteer resource management practices. Participants will have an opportunity to work with the Canadian Code for Volunteer Involvement and discuss some of the current trends in volunteer engagement, including customized strategies for working with youth, families, baby-boomers, and new Canadians.

### **Financing Civil Society**

This module will present an overview of the non-profit funding economy in the context of a short history of funding practice review and policy change in Canada. We will examine the range of funding/financing sources including donation, corporate sponsorships, foundation grants, government grants and contributions, social enterprises, micro-loans, and program related investments. Strategies for developing a diversified funding base will be introduced in a contextual framework that shifts from stability to resilience and from core funding to sustainability modeling to give participants a deeper understanding of the changes in mindset and approach necessary to shift from more traditional funding sources. We will examine a number of related concepts such as social enterprise and social innovation and their impact on both the thinking and practice in non-profit and voluntary organizations. From there, we will shift to the practical side of financial management including reading financial statements and basic accounting concepts.

### **Module 5 - Communications and Public Relations**

This module will provide an assessment of the elements of communications strategies and public relations initiatives, outlining the key challenges faced by non-profit and voluntary organizations. Case studies of different organizations and coalitions will be presented to illustrate successful practices in crafting a message and getting it out. We will introduce templates for developing a variety of communications tools including printed materials, web-based, and electronic vehicles. Whether an organization is communicating to recruit or connect with members, solicit donations, influence public opinion, change public policy, or respond to negative publicity, this module will offer information and insights to customize individual organizational strategies.

### **Module 6 - Leadership and Governance**

In this interactive session we will examine governance of non-profit organizations. Starting with a review of the core functions of boards we will then explore a variety of ways of configuring boards for effectiveness and how to identify the best model for each organization. Given differences in ideology and mission, size and age, board - staff relations and external environment each organization must evolve its own approach to governance. Other topics to be discussed are diversity on boards, life cycles and politics.

### **Module 7 - Networks, Partnerships, and Collaboration**

How do organizations achieve social innovation? Are they more likely to be innovative through collaboration? This module will examine both traditional and emerging models of collaboration including partnerships, alliances, coalitions, networks, and consortia. Theories of inter-agency collaboration including power dynamics, decision-making mechanisms, and success factors will be presented as well as the particular characteristics of multi-sector engagement, involving the public, private, and voluntary sector together. Participants will have an opportunity to practice various tools for assessing potential collaborations, including leadership mapping.

### *Instruction and Guest Lecturers - Bios*

#### **Lead Instructor:**

**Paula Speevak Sladowski** has recently joined Volunteer Canada as the Director of Applied Research and Public Policy, after serving as the Managing Director of Carleton University's Centre for Voluntary Sector Research and Development. Since 2006, she has taught undergraduate courses in Governance in the Voluntary Sector and Community Service-Learning, at the University of Ottawa, and a graduate course in Non-Profit Management, in the School of Public Policy and Administration at Carleton University.

Paula has collaborated with several community-based and academic researchers including Volunteer Ottawa to explore the impact of the relationship between Executive Directors and boards of directors on organizational stability (2005), and Strategic Leverage Partners on *The National Study of Board Governance Practices in the Non-Profit and Voluntary Sector*. Other research studies include *Setting the Table for a Stronger Voluntary Sector in Ontario* (with Susan Carter in January 2007), and *An Inventory of Initiative, Programs, and Policies that Drive the Communities Agenda in Canada* (with Emily Hayes in February 2007) a Community Resiliency Activity Book (with Rick Hutchins, 2008), and a Case-Writing Handbook (2009). Most recently, she served as principal investigator for the pan-Canadian study on volunteerism, *Bridging the Gap: Enriching the Volunteer Experience to Build a Better Future for our Communities* (2010).

Prior to her focus on applied research, Paula enjoyed a 24-year career as a practitioner and senior manager in the non-profit and voluntary sector in both institutional and community-based settings, in Montreal, Ottawa, and on pan-Canadian initiatives and holds a Master of Management Degree from McGill University in the McGill-McConnell Program for National Voluntary Sector Leaders.

**Dr. Hebb** is the Director of the Carleton Centre for Community Innovation and the Centre for Voluntary Sector Research and Development at Carleton University. Her research focuses on Responsible Investment and Impact Investment/Social Finance and is funded by the Social Sciences and Humanities Research Council, Government of Canada. The Carleton Centre for Community Innovation is a leading knowledge producer on social finance tools and instruments. Dr. Hebb was a senior research associate with the Oxford University Centre for the Environment and the Initiative for a Competitive Inner City. In 2008 she completed a multi-year research project revitalization funded by Rockefeller and Ford Foundations on the role of US public sector pension funds and urban revitalization, based at the [Labor and Worklife Program](#), Harvard Law School.

Dr. Hebb has published many articles on pension fund investing policies and is the co-editor of the volume *Working Capital the Power of Labor's Pensions*. Her new book [No Small Change: Pension Fund Corporate Engagement](#) is available from Cornell University Press as of September 2008.

**Dr. Patricia Bradshaw** is an Associate Professor of Organization Studies at York University and formerly Director of the MBA Program and Chair of the York Senate. Her research interests include the study of organizational power and politics, gender and nonprofit boards of directors. Pat most recent grants have been to study diversity on Canadian Nonprofit Boards and to study Boards of Federations. She has recently completed a paper on community governance and another on new models of governance based on a contingency framework. Her work has been published in journals such as *Nonprofit Management and Leadership*, *Management Inquiry* and *Nonprofit and Voluntary Sector Quarterly*.

Pat has consulted with a numerous nonprofit and some of her consulting projects include governance workshops, strategic planning, team building for boards and staff and training programs on change management and critical thinking skills.

Pat teaches in the business school and particularly enjoys her courses in leadership skills and introductory organizational behaviour. She has served on the board of the Association of Researchers in Nonprofit Organizations and Voluntary Associations (ARNOVA) and is currently chairing the York University Community Safety Council.

**Marilyn Struthers** has worked in community and organizational development, and research for nearly forty years in fields ranging from: the arts, violence against woman, mental health service development and planning, children's, environmental and First Nation's issues. Marilyn has worked for the Ontario Trillium Foundation for since 1999. She is currently a Program Manager in the province-wide program. With the support of her organization, Marilyn uses her experience in the "crow's nest" over-looking the sector, to pursue independent research on capacity building for sustainability and ethical funding practices in the changing economic environment. These projects have included: research on "financial vibrancy" identifying organizations that are doing financially well in turbulent economic times; the federal government's Task Force on Community Investments and inquiry into the use of networks to mitigate risk in funding practice.

**Dr. Gina Grosenick** holds a Ph.D. from the School of Journalism and Communication at Carleton University in Ottawa and a M.A. and B.A (Hons.) in Communication Studies from the University of Calgary. Her research explores and analyzes the strategic communication and advocacy practices of non-profit organizations to achieve social and political change. She teaches in the areas of research methodology, strategic/critical communications and media analysis. For her dissertation research, she examined and analyzed the external communication goals, practices, and strategies of non-profit organizations serving and advocating on issues of homelessness, housing, and poverty in Vancouver, Calgary, Ottawa, and Toronto.

Prior to undertaking graduate work, Gina worked for 20 years in the non-profit sector, primarily with trade and industry organizations, as a lobbyist, communicator, executive, and project manager. She has extensive experience working with and advising Boards and committees, managing government-funded projects and research, cultivating relationships with government officials and other stakeholders, navigating and communicating within the political process, and working with volunteers.

**Karen Flanagan McCarthy** has spent more than 30 years working in communications: as a news reporter, writer/broadcaster, publicist, trainer and consultant. She has worked in Quebec City, Montreal, Toronto and Ottawa for CBC Radio and CBC Television. Her work as a news and current affairs reporter has been broadcast locally and nationally on CBC Radio and Television.

She has also reported for CBOF, the French-language radio station of the CBC. Karen has reported from picket lines, hostage takings, and the cockpit of one of the Snowbirds' jets. She has covered elections, state visits and royal tours and has interviewed hundreds of people.

After a 20-year career with the Canadian Broadcasting Corporation, Karen established her own communications company, McCarthy Media Group. She has worked as a speechwriter; editor; strategic communications consultant and trainer with specific expertise in media relations, crisis communications and occupational health and safety. Karen has delivered media relations training (in French and English) to a wide variety of clients across Canada, in the US, Europe and Africa. She has also taught communications at the Canada School of the Public Service.

The following list represents many of the Organizations who participated in the course since 2007:

Alterna Savings  
Beechwood Cemetery  
Blair Court Community House  
Britannia Woods Community House  
C.S.I. Choral Festival Society  
Canadian Academy of Sport Medicine  
Canadian Council for International Co-operation  
Canadian Paediatric Society  
Canadian Palestinian Educational Exchange  
Canadian Red Cross  
Canadian Feminist Alliance for Intl Action  
Cdn Agricultural Human Resource Council

Centre 507  
Centretown CHC  
Centretown Laundry Co-op  
Child Care Information  
Church Council on Justice and Corrections  
Community Information Centre of Ottawa  
Cornwall Business Enterprise Centre  
Dialogue Partners Inc.  
Elisabeth Bruyere Research Institute  
EnviroCentre  
Federal Supperannuates National Assoc.  
First Place  
Glebe Community Centre  
HEC Montreal  
Hire Immigrants Ottawa  
HIV North Society  
HRSDC  
Institute for Circumpolar Health Research  
Kanata City Soccer Club  
Kemptville Youth Centre  
Mackenzie Presbyterian University, Brazil  
Manor Park Community Council  
Margot Maguire & Associates  
Meals on Wheels (Sudbury)  
Mothercraft Ottawa  
Multifaith Housing Initiative  
Mustard Seed Street Ministry  
Muttart Foundation  
New Heights Community Health Centres  
OCISO  
Office of the Voluntary Sector  
Ontario Farmland Trust  
Ontario Trillium Foundation  
Ottawa Coalition to End Violence Against Women  
Ottawa Public Health  
Royal College of Physicians and Surgeons of Canada  
Society of the Sacred Heart  
The Council of Canadians  
The Good Companions  
The Hospice at May Court  
The Support Network  
Tucker House Renewal Centre  
V.L. Vinge Consulting

Volunteer Canada  
Volunteer Ottawa  
Yellowknife Association of Concerned Citizens for Seniors  
Youth Service Bureau of Ottawa

**Registration Fee:** \$1,695.00 (\$1,500 registration + \$195 HST). *Registration includes a welcome lunch and continental breakfasts.*

Registration is done online by selecting the underlined hyperlink [Course Registration](#) *(Please send payment by mail as noted below, unfortunately we are not able to accept any form of credit/debit cards).*

Registration is confirmed upon receipt of funds based on a first come first registered basis. After registering online please forward your contact information & cheque (payable to Carleton University) directly to:

Sandra Jones  
Centre for Voluntary Sector Research and Development  
Carleton University  
Suite 2020 Dunton Tower, 1125 Colonel By Drive  
Ottawa ON K1B 5B6  
Cancellation policy: 100% refund until May 9<sup>th</sup> 2011  
50% refund (based on total registration cost) between May 10/11 to May 24/11  
No refund after May 24/11

For further information about this course please contact Sandra Jones at 613-520-7444 or via email [cvsrd@carleton.ca](mailto:cvsrd@carleton.ca)