

**University of Scranton
Nonprofit Leadership Certificate Program
Organizational Challenge Guide**

	Topical Areas	Examples	Challenge Topic	Challenge Synopsis's	Potential Outputs	Potential Outcomes
Organizational Challenge Categories	Administrative, Policies & Finances	1	Finance Policies, Reports and Internal Controls	Review and assessment of existing or needed policies, controls, reports. Identify best practices from peers or nonprofit resources (Board Source, PANO, NCAC)	1) Expansion or creation of Board Governance Committee Charter; 2) Creation and adoption of policies;	1) Greater Board and Staff confidence related to controls and organizational checks and balances; 2) Increased controls will reduce questions related to auditors and contract officers' 3) Improved transparency
		2	Human Resources - Employee Handbook	Review and assessment of existing Employee Handbook and formation of committee	1)New Handbook; 2) Committee	1) Better recruitment tool; 2) Buy in from board, staff
		3	Development of internal contract progress reports related to spend rate, staff resources, expenses, deliverables, etc.	Hold staff meetings to determine reporting needs for internal and external use to assure all data is being collected and summarized appropriately.	1) New financial reports; 2) contract benchmarks;	1) Improved reporting' 2) Reduction in contract amendments; 3) Improved project management;
	Board Leadership	1	Board Engagement	Increase board engagement, advocacy, involvement in vision. mission and strategic/generative discussions	1) Board job description and evaluation process; 2) Board development and capacity building;	1) More input and guidance on strategy initiatives; 2) Greater board giving; 3) New relationships fostered by board involvement
		2	Board Evaluation	Develop and implement a board evaluation that assures accountability, self reflection and offers feedback.	1) Evaluation criteria; 2) evaluation form and process; 3) designated board evaluation leader	1) increased board awareness, productivity and giving; 2) more purposeful relationship building and advocacy building
		3	Committee Structure & Functionality	Develop a concise charter with goals and objectives that are timebound.	1)Committee Charters; Goals and Objectives; Committee Roster, Agenda, Meeting Schedule	1) Greater board productivity; 2) More consensus building and input from board members and clients.
	Program Design & Evaluation	1	Program launch	Develop, fund and implement a new program based on new or existing need.	1) Feasibility study or project white paper; 2) funding for program launch; 3) program evaluation; 4) assumptions vs. knowledge matrix	1) new program; 2) evaluation and key indicators for fail fast fail cheap test;
		2	Program Evaluation	Review of current evaluation limitations, contract requirements and CEO and develop staff needs in relation telling the organization story to funders and donors. Exploration of best practices (Listen for Good) or software's for improved evaluation.	1) Assessment of internal needs; 2) Develop of organizational/programmatic evaluation process/tool/procedure	1) Improved client satisfaction; 2) Increase in staff awareness related to client satisfaction; 3) Improved annual/progress reports; 4) Better case statements and client stories related to success stories and development materials
	Organizational Culture	1	Organization Culture review and improvement team	Develop a staff committee to review overall organizational culture and develop a scope of work to hire a consultant to make improvements	1) Improved staff satisfaction; 2) improved staff collaboration: 3) Improved board engagement; 4)Improved internal communication processes;	1) Improved program impacts and results; 2) Greater staff retention; 3) Increased board oversight and fund raising;

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Organizational Challenge Categories	Organizational Culture	2	Team member and client customer service review	Develop staff committee to reshape the way staff interacts with each other and with clients	1) Improved efficiencies; 2) increased and improved communications and team meetings;	1) Stronger staff collaboration' 2) greater staff awareness of clients needs; 3) improved client satisfaction; 4) improved data for reports and fundraising;
	Marketing & Outreach	2	Review of Organizational Brand	Review of current brand as it relates to mission, clients, programs/services and communities services.	1) Development of new brand - logos/symbols/stories/taglines that better reflect mission and vision; 2) Development of case statement;	1) Increased synergy with organization documents and online platforms; 2) Greater client /partner recognition; 3) Increased board/staff/donor pride;
		3	Review of Website and Social Media Presence	Comparative scan of website and social media sites to similar organizations and compared to mission and vision	1) Development of scope of work for website and social media overall	
	Market Assessment, Needs Assessment & Organizational Benchmark	1	Market Assessment	Conducting a market analysis of organizations with similar missions and services to identify new opportunities, operational models and best practices.	1) Market Analysis Report with multiple organizational models and service delivery systems; 2) Affinity or peer group of similar organizations;	1) Better understanding of market 2) greater confidence when approaching funders/donors; 3)
		2	Needs Assessment	Conduct a needs assessment to validate or identify presumed or new needs of a given community or population	1) Survey/Evaluation tool/model; 2) Needs Assessment; 3) Network of clients for focus group	1) Greater organizational self awareness; 2) increased in funding opportunities due to evaluation results;
		3	Organization Benchmark	Develop an organizational benchmark analysis of your organization compared to other organizations	1) Organization benchmark indicators; 2) analysis report and key findings	1) Greater organizational self awareness; 2) potential program opportunities; 3) collaboration opportunities;
	Resource Development, Social Entrepreneurship & Fundraising	1	Develop a Fundraising Plan	Develop a plan that best utilizes board, staff and volunteer talents. It must set fundraising goals and list several ideas for sustainable resource development. Each strategy must identify, staff and consultant expenses.	1) Fundraising plan; 2) fundraising budget; 3) plan for software and marketing materials	1) A more engaged board as it related to fundraising; 2) better direction for staff and built in evaluation goals
		2	Explore Social Enterprises Opportunities	Research mission and non-mission oriented social enterprise opportunities that generate sustainable revenue for organizational stability and growth.	1) Increased number of generative discussions at the board and staff level; 2) list of potential social enterprises and/or funding raising opportunities	1) stronger board engagement; 2) potential for greater sustainability;
	Strategic Direction, Vision & Mission	1	Prep for Strategic Plan	Prepare the Board and Organization for a strategic plan. Develop timeline, scope of work, consultant list, funding opportunities, RFP/RFQ, draft grant narrative.	1) RFP/RFQ; 2) Scope of Work; 3) Timeline; 4) grant proposal	1) Funding to support strategic plan'; 2) Strategic plan; Funding resources for implementation
		2	SWOT & Market Analysis	Develop a SWOT and market analysis to benchmark current organizational structure, revenue model and program model as compared to similar organizations in the same market and organizations in other areas of the state and nation.	1) Comparative data of organization as compared to others; 2) Benchmarked impact data	1) New program, revenue and partnership opportunities; 2) Greater organizational awareness of market;