WE ARE
Meals On Wheels
So no senior goes hungry.™

the
CENTER

**The National Center for
Nutritional Leadership**

COURSE CATALOG

COURSE CATALOG

Empowering leaders to stand against Senior Hunger

**WE ARE
Meals On Wheels
ASSOCIATION OF AMERICA
So no senior goes hungry™**

**the CENTER The National
Center for Nutrition
Leadership**

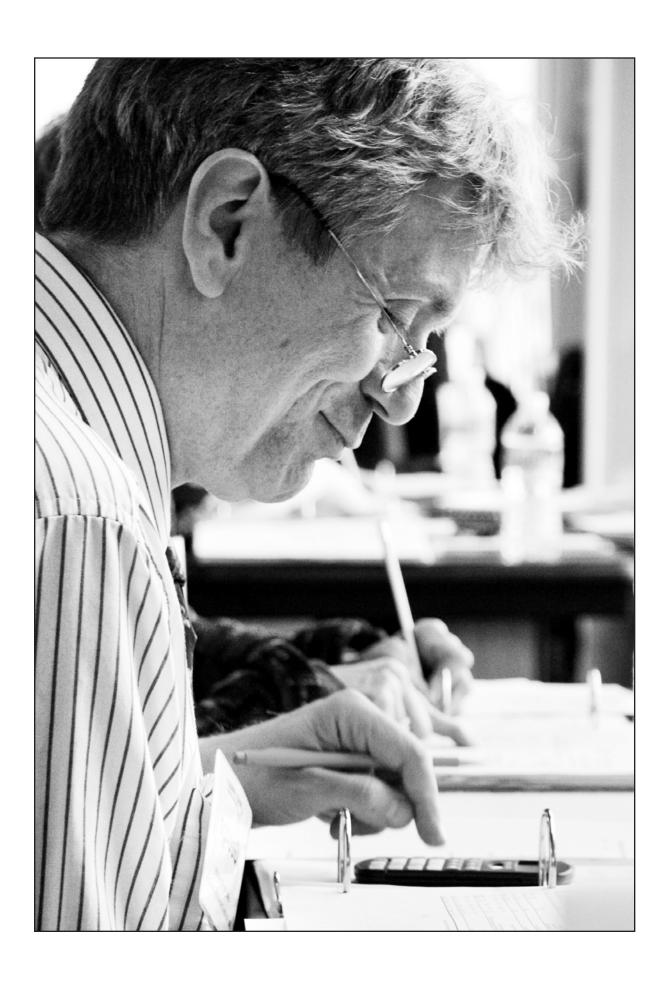203 S. Union Street Alexandria, Virginia 22314

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Course offerings and fees are subject to change. This course catalog will be reprinted periodically to reflect updated course selection and program information.

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ABOUT THE CENTER

The Meals On Wheels Association of America (MOWAA) established the National Center for Nutrition Leadership (the Center) to be the venue and the vehicle through which customized education and professional development programs are offered to individuals working in Senior Nutrition Programs.

The Center provides high-quality education and training, tailored to the specific needs of this unique community. Senior Nutrition Program staff and volunteers can participate in a wide range of learning opportunities designed to equip them with the enhanced knowledge and skills they need to run effective programs.

Center courses prepare MOWAA Members and others working in the senior nutrition field to face the challenging times ahead for their programs and empower them to become local leaders in the national movement to end senior hunger by 2020.

Is the Center Right for Me?

Courses offered by the National Center for Nutrition Leadership are designed for individuals who work in Senior Nutrition Programs. While we cover many topics that may be of general interest to nonprofit leaders, most examples, exercises, case studies and content are tailored to the needs of professionals in the senior nutrition sector.

Those who benefit most from Center programs are:
- Individuals looking to build their knowledge in the senior nutrition field.
- Experienced Senior Nutrition Program leaders and managers looking to refresh and expand their current skill set.
- Young professionals at Senior Nutrition Programs looking to develop their talents and leadership potential.

Members of MOWAA receive discounts on registration fees and are eligible to apply for education grants and scholarships to attend Center programs (when available).

All others interested in senior nutrition or nonprofit program operations are welcome to attend classes and webinars and may enroll in the Leadership Certificate program.

> *I had a great experience, and am very excited to share the dozens of insights and action items with the team back home! Thank you for helping us to take our operation to a new level of excellence. It is sincerely appreciated!*
>
> **– Bob Murray, Board Member, SCOPE/Meals On Wheels, Farmville, VA**

Location and Contact Information

The Center's principal learning and event space is located across the street from the MOWAA National Headquarters, just outside of Washington, DC.

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Fax: 703-548-8024
Email: membership@mowaa.org
Website: www.mowaa.org/center

Mailing Address:
Meals On Wheels Association of America
Attn: The Center
203 S. Union Street
Alexandria, VA 22314

Physical Address:
The National Center for Nutrition Leadership
210 S. Union Street
Alexandria, VA 22314

Our Faculty

Our instructors are experienced professionals and university faculty who are recognized as experts in their fields. They translate their real-world experiences into practical knowledge to help you better understand and deal with the challenges faced by your program.

> *This was "hands on," fast-moving training with many opportunities for interaction and application to my program's financial system. The instructor managed to make a normally stiff subject fun! The Financial Management training was one of the most comprehensive/motivational/applicable and engaging training sessions that I have ever attended. MOWAA does an exceptional job in bringing together providers across the country in our collective fight to end senior hunger. The environment is both warm and empowering and I am incredibly proud to be a member.*
>
> *– Patti Topete, Nutrition Program Director, Oldtimers Foundation*

Our Courses

We offer a number of educational opportunities each year, designed to meet the schedule, budget and learning style of every busy senior nutrition professional.

Webinars

Presented online throughout the year, we offer webinars as a low-cost, one-hour, travel-free education opportunity for MOWAA Members who do not have the resources to attend courses. Webinars allow anyone to participate in interactive, dynamic education and earn credits toward a Leadership Certificate – all from the comfort of their own computer.

Live Institutes

Held at the National Center for Nutrition Leadership facilities in Alexandria, VA, as well as other locations throughout the United States, live institutes provide one-, two-, or three-day intensive sessions for in-depth training on a specific topic. Class sizes are capped to ensure an interactive learning environment and personalized attention from our instructors.

Annual Conference

Every year, the Center offers a number of courses at the MOWAA Annual Conference. Conference attendees can choose from a variety of 1.5-hour educational classes and 3-hour intensive workshops, where they learn from the instructors, as well as each other, while sharing ideas and networking with hundreds of MOWAA Members.

Fees, Tuition and Grants

We realize that programs face significant challenges in just stretching their finances to meet the needs of their core mission. By keeping our fees low in comparison to those charged for similar non-profit and for-profit trainings, we make it possible for those working in the senior nutrition sector to make an affordable investment in their careers.

Registration Fees for Webinars

- $25 per 1-hour webinar for MOWAA Members
- $40 per 1-hour webinar for non-Members

Registration Fees for In-Person Training

Registration fees vary according to the number and selection of courses offered in a particular one-, two- or three-day program. MOWAA Members receive substantial discounts when registering for live courses.

Scholarships and Sustainability Education Grants

Thanks to generous funding from corporate supporters, the Center is often able to award grants and scholarships to MOWAA Members to help defray the costs of registration fees and travel. Award opportunities are typically announced via email prior to a scheduled session.

The Certificate Program

While anyone may attend Center courses, participants who are formally enrolled in the Center have the opportunity to work towards a capstone Certificate that recognizes their achievement.

The Certificate Courses will provide:

- One-of-a-kind instruction tailored for Senior Nutrition Program professionals;
- Hands-on practical knowledge, skills and expertise;
- Opportunities for networking and building supportive peer-to-peer relationships;
- Formal recognition of your commitment to education as you advance in your career.

Earning a Certificate will:

- Give *you* the leadership skills and specialized knowledge you need to build your program and face the increased demands of the growing elderly population;
- Give *your program* a competitive advantage by equipping you with tools to raise more money, operate more efficiently and anticipate changes in the senior nutrition sector.

The Curriculum

Leadership skills are critical in all fields and professional tracks. The Center's Certificate program curriculum is designed to meet the needs of the diverse body of professionals who work for Senior Nutrition Programs. We offer courses and programs that strengthen experienced leaders and support the growth of a new generation of knowledgeable, skilled and well-rounded Meals On Wheels professionals.

Certificate program enrollees can custom-tailor much of their course selection to meet their specific continuing education and professional development needs, while gaining a broader knowledge of the senior nutrition field.

Levels of Achievement

Through the Certificate Program, the Center recognizes two branches of professional development:

Certificate in Leadership – The completion of this 14-credit program demonstrates a general knowledge of the issues most critical to Senior Nutrition Program operations, and your dedication and commitment to further developing yourself as a leader.

Those enrolled in the Leadership Certificate program may designate a "concentration" and focus their studies on a specific track (such as nutrition or development/ fundraising). Additionally, in meeting the Certificate program's Key Competency requirements, participants will develop key leadership skills that will help them be effective communicators, strategists and relationship builders in any professional capacity. *See Requirements for the Certificate in Leadership for more details.*

Specialist Certificate – The Specialist Certificate recognizes the completion of an intensive training program, focused on building specific knowledge in a single topic area or "track." Specialist Certificates are awarded upon the completion of a Live Training Institute and in recognition of the continuing education achievements of Leadership Certificate program graduates.

Requirements for the Certificate in Leadership

A true leader in the senior nutrition field, regardless of his or her professional title, needs a broad understanding of how to build effective relationships and manage efficient program operations.

To earn a Leadership Certificate

- *Enrollment:* You must be formally enrolled in the Center, including:
  - Submitting an Application for Admission to the Certificate Program
  - Paying a one-time $25 enrollment fee

  The one-time enrollment fee covers the administrative costs of tracking your credits earned. MOWAA Members only need to enroll once.

- *Credit Hours:* You must complete a minimum of 14 credits hours.
  - Three (3) of these credits must be earned in an intensive three-hour workshop. Intensive workshops are not available via webinar.
  - The remaining 11 credits may be earned through any combination of webinars, live institutes or Conference courses.

- *Key Competencies:* You must complete a minimum of six (6) credit hours in courses that build your general leadership skills and understanding.
  - You must complete one course in each of six Key Competency categories:
    - Key Competency 1: Planning for the Future
    - Key Competency 2: Relationship Building
    - Key Competency 3: Organizational Planning
    - Key Competency 4: Fiscal Responsibility
    - Key Competency 5: Foodservice Knowledge
    - Key Competency 6: Revenue Development

  - A complete list of courses that fulfill this requirement is available beginning on page 12.

- *Optional Concentrations:* For the remaining eight (8) credit hours, you should select courses that meet your personal continuing education needs.
  - If you complete all eight (8) remaining credit hours within a single track, you will receive a special "Concentration" designation on your Certificate, recognizing this in-depth educational focus (e.g., a

Certificate in Leadership with a Concentration in Development).

- Concentrations are optional – you are welcome to distribute the remaining eight (8) credit hours among several tracks.

A complete listing of tracks and courses is available beginning on page 18.

Requirements for the Specialist Certificate

This Certificate recognizes the completion of coursework focused on a single, specific topic. There are two ways to earn a Specialist Certificate:

- ***Completion of a Live Institute*** – Center enrollees who complete an intensive one-, two- or three-day live institute will earn a Specialist Certificate, recognizing this in-depth training.
  - There are several Institutes held throughout the year, covering a variety of tracks. If a live institute confers a Specialist Certificate, the type of Certificate will be noted in the course description (e.g., Specialist Certificate in Basic Financial Management).

- ***Continuing Education for Leadership Certificate Graduates*** – Graduates of the Leadership Certificate program who earn an additional eight (8) credit hours within a single track will be awarded a Specialist Certificate recognizing this achievement.
  - See page 18 for a complete listing of tracks and courses.

LISTING OF KEY COMPETENCIES AND COURSES

About the Key Competencies

A true leader in the senior nutrition field, regardless of his or her professional title, needs a broad knowledge of how to efficiently manage program operations and a solid understanding of the role his or her program plays within the aging and nutrition sectors.

As such, Leadership Certificate program enrollees must demonstrate their commitment to developing their full leadership potential by completing a minimum of one credit hour in each of six Key Competency categories.

Taken together, the six Key Competencies describe the characteristics and abilities of an effective leader in the senior nutrition field. The first three Key Competencies focus on general leadership skills: planning for the future, relationship building and organizational planning. The remaining Key Competencies focus on the core knowledge necessary for ensuring current and future sustainability: fiscal responsibility, foodservice knowledge and revenue development. *(See page 8 for a full explanation of the Certificate program requirements.)*

The Key Competency requirements will ensure Certificate Program graduates actively develop and build the core knowledge and skills needed for effective leadership. Additionally, the Center's competency-based approach can be used by programs as a framework to identify and internally develop future leaders.

The following is a list of the courses which can be used to fill each of the required Key Competencies. Full course descriptions are available for each of these courses in the following section.

Key Competency 1: Planning for the Future

Courses which fill this requirement:

In Track 1: Strategy and Governance

- Board CPR: Restoring Health and Vitality to Your Board
- Developing a Strategy for the Future (alternate
  title: Strategic Long Term Planning)
- Developing Innovation and Creativity
- Developing Vision and Mission
- Emotional Intelligence: The Key to Succession Management – Parts 1 and 2
- Leading Strategic Change in Your Organization
- Surviving in a Changing Environment

In Track 2: Management

- Grooming the Next Generation of Leaders

In Track 3: Development and Fundraising

- Capital Campaigns: Knowing When You Are Ready
- Changing the Culture of Your Organization
- Creating a Philanthropic Case for Support Tailored to Your Program
- Creating Your Fundraising Plan
- Growing a Giving and Getting Board
- Improving Your Current Situation
- Three Dimensions of Sustainability Planning to
  Remain Viable in Today's Economy
- X Factors of Sustainability

In Track 4: Communications

- 7 Keys to Powerfully Building Your Brand: Parts 1, 2 and 3
- Creating a Multi-Year Public Relations Strategy
- Crisis and Disaster Communications – Making Public Relations Strategic
- Your Nonprofit Marketing Plan: A Roadmap to
  Building Support for Your Organization

In Track 5: Nutrition

- Surviving in a Changing Environment

In Track 6: Volunteer Management

- Changes in Volunteering Means Changes in Volunteer Management
- Positioning Your Agency for the Volunteers of Tomorrow
- Recruiting the Next Generation of Volunteers

Key Competency 2: Relationship Building

Courses which fill this requirement:

In Track 1: Strategy and Governance

- Developing Effective Oversight Boards
- Everything You Always Wanted to Know about Board Recruitment – Parts 1 and 2 (alternate titles: How to Recruit Exceptional Board Members and 11 Creative Ways to Find New Board Members)
- Nurturing a Powerful and Productive Board/CEO Relationship
- What Do Great Boards Really Do?

In Track 2: Management

- Communications and Listening Skills

In Track 3: Development and Fundraising

- Developing, Cultivating and Maintaining Relationships with Foundations
- The Dreaded Donor Engagement Gap
- Engaging Young Donors
- Preparing Successful Grant Proposals (alternate title: Grants: Finding and Applying)
- Promoting your Programs and Events
- Taking Donor Relationships Offline

In Track 4: Communications

- Building Effective Collaborations
- Communications and Listening Skills
- Content Creation: The Ultimate "How-to" Guide
- Creative Marketing at the Local Level
- Developing a Public Awareness Campaign
- Developing Successful Personal Relationships (alternate title: Developing Extraordinary Personal Relationships: Honing Your Interpersonal Skills)
- How to Market Using a Limited Budget
- Influence: Gaining Commitment, Getting Results

- Marketing Basics: Parts 1, 2 and 3 (alternate titles: How to Get Heard: Communicating What Matters
- Marketing 101: How to Grow: Lessons From the Apple Tree
- Marketing 102: Build Your Base of Support: Marketing that Works)
- Maximizing Media Relations
- Public Speaking: Tips to Becoming an Effective Presenter
- Online Writing: Crafting Web and E-News Content to Engage Your Supporters
- Storytelling Basics: Telling Memorable Stories about your Program's Mission (alternate title: Effective Online Storytelling)
- Telling Your Story to the Media and Your Supporters

In Track 5: Nutrition

- Building Community Connections – Nutrition Programs in the Health Care Continuum

In Track 6: Volunteer Management

- From Baby Boomers to Millennials: A Multi-Generational Volunteer Corps
- Sharing the Impact of Your Volunteer Program with Your Communities
- Using Your Website and Social Media to Attract and Engage Volunteers
- Volunteer Engagement

Key Competency 3: Organizational Planning

Courses which fill this requirement:

In Track 1: Strategy and Governance

- Risk Management for Nonprofits (alternate title: Risk Management – Protecting Your Program's Mission)

In Track 2: Management

- Conducting Effective Meetings
- Conflict Resolution
- Decision Making and Problem Solving
- Emergency Preparedness: Is Your Program Ready?
- The Essence of Leadership
- Facilities Management
- Human Resources Management
- Information Technology
- Legal and Regulatory Compliance

- Purchasing and Procurement
- Time and Stress Management: How Not to Sweat the Small Stuff
- Volunteer Program Assessment
- Your Best Board Meeting. Ever!

In Track 3: Development and Fundraising

- Creating a Team of Fundraisers: Staffing in a Changed Culture

In Track 6: Volunteer Management

- Finding the Best Volunteer for the Job
- From Recruitment to Retention – A Primer for an Effective Volunteer Program
- Keeping Your Volunteers in Satisfying Volunteer Work
- Managing and Marketing Volunteer Programs
- Measuring the Effectiveness of Your Volunteer Program
- Productive Cooperation between Your Staff and Volunteers Will Benefit Your Clients
- Volunteer Performance and Evaluation
- Volunteer Protection
- Volunteer Realities: The Good, the Bad and the Ugly

Key Competency 4: Fiscal Responsibility

Courses which fill this requirement:

In Track 2: Management

- Accounting and Financial Management
- Business Planning and Measurable Outcomes
- Finding and Controlling Hidden Costs
- Identity Theft: It Happened to Us, It Can Happen to You
- Monitoring the Effectiveness of Your Nonprofit Organization

In Track 5: Nutrition

- Effective Cost Management for Today's Economy: Parts 1, 2, 3 and 4

In Track 7: Financial Management

- Analyzing and Interpreting Financial Statements of Nonprofit Organizations
- Basic Accounting and Financial Reporting for Nonprofit Organizations
- Basics of Fraud Prevention
- Budgeting and Cash Management for the Nonprofit: Parts 1, 2 and 3

- Business Planning and Measurable Outcomes
- Finding and Controlling Hidden Costs
- The Form 990 Information
- Financial Vulnerability and Fraud in Nonprofit Organizations
- Introduction to Nonprofit Organizations
- Monitoring the Effectiveness of Your Nonprofit Organization
- Nonprofit Organizations—Yes, They are Different!

Key Competency 5: Foodservice Knowledge

Courses which fill this requirement:

In Track 5: Nutrition
- Basic Nutrition for Older Adults
- Breathing New Life into the Congregate Programs
- Designing Food Delivery Systems
- Dietary Guidelines 2010 – Translating Research to Application
- Evidenced Based Research – Using Data to Support Your Case
- Evolving Food Trends for Older Adults: Research and Industry Response (alternate title: Intro to Evolving Food Trends)
- Food Safety and Sanitation: From Preparation to Table
- Food Safety on the Go (alternate title: Intro to Food Safety on the Go)
- Health Literacy On Wheels: MOW Volunteers Deliver Health Skills
- Hunger and Food Insecurity Among Older Adults
- Intro to Making Appealing Menus
- Menu Planning for Customer Satisfaction
- Put Some Appeal into Your Menus: Making Food Fun
- Screening and Prioritizing Clients for Nutrition Risks
- Wellness Interventions for Older Adults at Senior Centers

Key Competency 6: Revenue Development

Courses which fill this requirement:

In Track 1: Strategy and Governance
- Best Practices for Engaging and Equipping Board Members for Effective Board Service

In Track 3: Development and Fundraising

- Annual Giving: Raising More Money for Less
- Best Practices in Gift Planning and How to Integrate Them into All Your Asks
- Designing an Email Campaign: Get Read. Get Results. Raise Money.
- Direct Mail is Working – and You Should Be Doing It!
- Excellence in Grant Writing: Back to Basics
- Fundraising for Small Nonprofits
- How to Ask for Major Gifts
- Introduction to Major Giving: Navigating the Economic Recovery (alternate title: How to Ask for Major Gifts)
- Maximizing Technology for Effective Fundraising
- Online Grant Writing
- Seeing Your Organization through Donors' Eyes
- Setting the Stage for Proactive Donor Research
- Tying an Event Back to Your Mission
- What is Planned Giving? Why Should We Start a Program Now (And How)?

In Track 4: Communications

- Copywriting: Writing an Appeal that Motivates People to Give
- E-Strategy for Your Nonprofit
- Web 2.0: Social Media for Nonprofits

In Track 6: Volunteer Management

- Fundraising and Volunteers

LISTING OF COURSES, INSTITUTES AND TRACKS

About this Course Listing

Professional Tracks

Courses are organized into professional "tracks" according to their primary area of focus. These tracks are meant to assist you in your course selection. You are welcome to take whichever courses best support your professional goals, in any or all of the outlined tracks.

Leadership Certificate Requirements

Those courses which fill a Key Competency requirement for the Certificate in Leadership are marked accordingly. Leadership Certificate Program enrollees must complete six Key Competency credit hours; the remaining credits may be earned through any combination of courses and tracks. *(See Requirements for the Certificate in Leadership on page 9).* Certificate Program Enrollees who complete eight credits within a single track will receive special recognition. *(See Optional Concentrations on page 9 and Specialist Certificate Requirements on page 10.)*

Live Institutes

Live institutes are one-, two-, or three-day intensive sessions that provide in-depth training on a specific topic. Our current live institute offerings are listed in sections that follow, under their primary professional track. Completion of the full coursework of a live institute is recognized with a Specialist Certificate *(see Specialist Certificate Requirements on page 10.)*

Course Listing Updates

We revise the curriculum and course selection on an ongoing basis, based on the changing environment for Senior Nutrition Programs and professionals working in this sector. Course offerings and other program information are subject to change.

For the most up-to-date information about the National Center for Nutrition Leadership's course offerings, please visit: www.mowaa.org/center.

TRACK 1: STRATEGY AND GOVERNANCE

"Strategy and Governance" refers to the process of planning for and implementing changes that will increase an organization's long-term effectiveness and viability. Courses in this track cover topics such as strategic planning, effective board relations and risk management.

Live Institute

Institute for Board Members and Executive Directors of Nonprofit Organizations

Confers a Specialist Certificate in Strategy and Governance
Total Credits: *4-6*

Courses in this Institute:
- Nurturing a Powerful and Productive Board/CEO Relationship
- How to Ask for Major Gifts
  (See listing in *Track 3: Development and Fundraising*)

Alternate Course Offerings in this Institute:
- Board CPR: Restoring Health and Vitality to Your Board
- Leading Strategic Change in Your Organization

Courses

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Best Practices for Engaging and Equipping Board Members for Effective Board Service

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Are you struggling to get your board members engaged and focused on fundraising? One of the critical tasks of your board is to ensure the availability of adequate funds. A board that financially supports your organization adds credibility in seeking other sources of funding. Come and learn how you can work with your board members to make them feel more comfortable with asking for funds and more active in their cultivation, stewardship and engagement with donors. Get your board members' help in raising funds in your community. We will discuss board member recruitment, job descriptions and how you involve your board in a fundraising cycle.

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Board CPR: Restoring Health and Vitality to Your Board

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Advanced*   **Credits:** *1*

Description:

The health of your organization is directly tied to the health of your board. If your board is demonstrating signs of unhealthy dysfunction, you need to take immediate action to resuscitate the board and save your organization. This workshop will begin with a frank discussion of the symptoms and characteristics of three types of troubled boards, followed by an overview of treatment options and interventions to restore health to your board and hope to your organization.

✦ Developing a Strategy for the Future
(also offered as Strategic Long Term Planning)

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Confused by conflicting ideas about strategic planning? You're not alone!
Learn how community benefit organizations can create the future by
crafting, monitoring and constantly updating exciting and relevant
plans. Topics to be discussed include: compelling visions, missions
that matter and strategies that effectively connect the dots.

✦ Developing Effective Oversight Boards

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Understanding the distinction between governance and management is important.
Board members have a different role than the leaders of your programs. They make
policy decisions about the strategic goals and finances of your program, and they
select, hire and evaluate the performance of your CEO or Executive Director—but
they are not involved in the day-to-day management of your program. Attend this
workshop to gain valuable insights and techniques for building and maintaining an
effective board.

✦ Developing Innovation and Creativity

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Advanced*   **Credits:** *1*

Description:

Leaders who are creative and innovative inspire the people around them. Creative
leaders can establish a workplace environment that encourages creativity and
innovation, and they generate a sense of passion in their coworkers. You can

develop these skills by understanding the values behind creative thinking and utilizing modern technology to learn what other innovators and your peers do. This course will give you the opportunity to use techniques that increase awareness and look at new ways of solving everyday issues.

♣ Developing Vision and Mission

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Basic* **Credits:** *1*

Description:
Great leaders are able to articulate and arouse enthusiasm for a shared vision. Developing vision as a leader means you create an aspirational framework for the future. Your mission states where you are at this moment, i.e. what services your program provides, who your audience is and who your beneficiaries are. Having a vision helps you, as a leader, inspire the people you work with and give direction to implementing your objectives and achieving your goal. This workshop introduces the elements of leadership that enable you to empower people and bring change to your program.

♣ Emotional Intelligence: The Key to Succession Management – Parts 1 and 2

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Basic* **Credits:** *3 (fills the intensive workshop requirement)*

Description:
Presented in two parts, this workshop provides background information on succession planning with an overview of Emotional Intelligence and why it is important in today's workplace. With the impending retirement of baby boomers and increased demands for diversity, leading organizations are building systems that provide high-performers opportunities to grow. The best organizations make the succession process an integral part of their culture. These organizations align their "people strategy" with their "business strategy." Succession management is not just succession to the top. It's getting the right person in the place for every job.

✦ Everything You Always Wanted to Know about Board Recruitment—Parts 1 and 2

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Advanced*   **Credits:** *2*

Description:

Part 1—How to Recruit Exceptional Board Members

Is recruiting energetic and inspired board members one of your most difficult challenges? Attend this course to learn who should lead the board recruitment process, who should be involved and how to solicit a new generation of board members who will be productive and excited to join your team.

Part 2—11 Creative Ways to Find New Board Members

Do you have trouble finding the right members for your board? Building on the lessons learned in Part 1, this course will highlight eleven new and creative ways to find the talent you need. And, to help you get your new board members quickly up to speed, we'll talk about annual and ongoing board orientation processes that will keep them enthused and informed throughout the year.

✦ Leading Strategic Change in Your Organization

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Advanced*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:

Strategic thinking and planning is a business imperative for senior leaders and board members of any organization, regardless of its size or mission. But strategic thinking and planning is often the first initiative that drops off the radar screen when an organization faces an economic, people or business crisis. How do you balance the need to manage today's concerns while still allowing enough time to envision and plan the future? In this session you will explore the tension between the need to "plan" and the desire to "do"; identify different models for strategic thinking and planning that work—regardless of the budget or mission of the organization; highlight ways to have thoughtful strategic conversations with

diverse stakeholders; discuss lessons learned from planning efforts at your own organizations; share best practices and collectively identify resources for future planning.

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♟ Nurturing a Powerful and Productive Board/CEO Relationship

Key Competency: This course fills the Relationship Building requirement.

This course has been offered in two formats:
Webinar Version: **Level:** *Basic*   **Credits:** *1*
Institute Session: **Level:** *Basic*   **Credits:** *3*

Description:
Board leadership and development are important to your nonprofit's success. An effective board of directors is the driving force in establishing and evaluating your nonprofit's mission and vision. It is involved in developing a strategy to implement that vision and provides a framework of expectations that make it possible for the Executive Director, staff and volunteers to focus on the day-to-day tasks of making that mission a reality. Learn how you and your board can work together to ensure your program is headed in the right direction, and to ensure that it will have the financial and other resources required to be successful in implementing your nonprofit's mission.

♣ Risk Management for Nonprofits
(also offered as Risk Management – Protecting Your Program's Mission)

Key Competency: This course fills the Organizational Planning requirement.

This course has been offered in two formats:
*Conference Session: **Level:** Basic*   ***Credits:** 1*
*Intensive Workshop: **Level:** Basic*   ***Credits:** 3*

Description:

Nonprofits too often view risk management in terms of crisis—and their ability to react to funding cuts, accidents, labor disputes and other unexpected events. While it is important to learn to expect and prepare for the unexpected, it is equally important to have a strategic view of risk. Organizations must grow and innovate to survive over the long-term. Yet, new initiatives necessarily involve taking calculated risks. Attend this course to learn how to assess and understand those risks, determine your organization's appetite for risk taking and move forward with successful strategies that will advance your mission.

♣ Surviving in a Changing Environment

Key Competency: This course fills the Planning for the Future requirement.
***Level:** Advanced*   ***Credits:** 1*

Description: *See course listing under Track 5: Nutrition*

❖ What Do Great Boards Really Do?

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *1*

Description:

According to the Harvard Business Review, effective governance of nonprofit organizations is "a rare and unnatural act." This highly participatory session focuses on several rapidly emerging trends in nonprofit governance, with emphasis on the attributes of peak-performing boards. Topics to be discussed include new approaches to: board assessment, committee structure, recruiting great new board members and meetings that truly make a difference. Check your preconceived notions about nonprofit boards at the door and dare to enter this challenging, thought provoking, high-energy event.

TRACK 2: MANAGEMENT

"Management" refers to the process of leading or directing people and organizing resources to efficiently and effectively accomplish a program's goals and objectives. Courses in this track cover topics such as general business skills, human resources and organizational skills.

Courses

❖ Accounting and Financial Management

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Basic*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:

Basic skills in financial management are critical to a leader of a nonprofit organization. Financial management requires you to understand financial concepts and put financial controls in place to ensure integrity in your bookkeeping process. You need to learn how to generate financial statements and how to read those statements to understand the financial condition of your program. This course will teach you how Senior Nutrition Programs are financed and managed, and how to use that information to prepare budgets and other financial plans.

❖ Business Planning and Measurable Outcomes

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Advanced*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:

Business planning is different from strategic planning. Business planning helps your program focus on how you will achieve your mission. It gives you clear goals and measurable outcomes that convey your mission to your community and attract funders, board members, staff and volunteers. This course will cover how to

conduct a market analysis to determine whether there will be an increased demand for your services and who your competitors are; how to ensure that sufficient revenue is generated and that you have the staff and management you need; how to create a marketing plan; how to settle on a timeframe and determine your benchmarks; and why it is important to do a risk analysis and develop strategies to deal with those risks.

❖ Communications and Listening Skills

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *1*

Description:
   To be successful in running your program, you need to have the ability to get your message across clearly and succinctly. Effective spoken, written and electronic communications are a crucial tool for interacting and working with clients, staff and vendors. However, having good listening skills is just as important. Good listeners tend to have higher productivity in their jobs and are able to influence people, persuade and negotiate better, and avoid conflict and misunderstandings.

❖ Conducting Effective Meetings

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic*   **Credits:** *1*

Description:
   Running an effective meeting is a necessary skill for an effective leader. Regardless of whether a meeting is about problem solving, strategic planning or routine operational topics, to be successful a meeting needs an outline of the purpose of the meeting, an agenda with the topics to be discussed, a predetermined timeframe and a committed group of participants. This course will give you practical guidance on how to ensure that each of your meetings will produce maximum productivity.

❖ Conflict Resolution

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:

Nonprofits, like any other organizations, have to deal with conflicts. You might deal with arguments about how your services should be delivered, harassment or discrimination issues, issues between staff members or volunteers, disagreements with your funders or power struggles with your board members. In this course you will explore ways to constructively analyze, address and prevent conflicts and manage difficult emotions. Learn techniques to find a positive resolution before a situation becomes destructive and expensive to deal with.

❖ Decision Making and Problem Solving

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:

An organization's success depends on its leaders' ability to make decisions and solve problems. As leaders of a Senior Nutrition Program, you are regularly confronted with problems and asked to make decisions. Sometimes, these problems are easy to resolve, sometimes hard, but it helps if you understand the process of problem solving and decision-making. This course will discuss the different steps of the process: defining the problems, gathering information, identifying the stakeholders, exploring potential solutions, weighing alternative solutions, deciding on the best alternative and implementing and managing this solution.

❖ **Emergency Preparedness: Is Your Program Ready?**

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Advanced*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:
    Developing an Emergency Plan for your program may be an overwhelming task. A comprehensive plan should include not only how to prepare for an emergency, but also how to respond and to recover from any emergency that may affect your program. This training provides practical steps to develop an all-hazards approach to emergency planning that includes your clients, your program's operations and community coordination. Make it a priority for your program to be ready!

❖ **The Essence of Leadership**

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic*   **Credits:** *1*

Description:
    What defines you as a leader? Is it the qualities you bring to the table, your analytical or motivational skills, your success in convincing funders to provide resources for your program, your ability to build a team or your financial understanding of how to effectively run your program? Or, is the essence of leadership really about the impact you have on the behavior and thinking of others? This course focuses on effective leadership as the ability to create the culture needed to accomplish your program's mission.

❖ Facilities Management

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic* **Credits:** *1*

Description:

Effectively managing your program depends in part on effective management of technical staff and in part on managing your facilities, i.e. the physical building you are in, your storage warehouse, your kitchen with its appliances and equipment, your technological infrastructure, fire safety systems, office equipment and furniture. Managers who have assumed these responsibilities without formal training will benefit from this course.

❖ Finding and Controlling Hidden Costs

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Advanced* **Credits:** *3 (fills the intensive workshop requirement)*

Description:

Organizations need financial stability to have long-term success. This session will help you focus on the often overlooked aspects that can have a significant impact on your bottom line. Understand how to interpret a profit and loss statement and find the areas where your costs can potentially be reduced. Learn to identify the total cost of an hour of labor, not just salary costs. Determine how many days of inventory your program has on hand and find out what the ideal number of days from a cost effectiveness point should be. Identify which costs are truly essential to achieve your organization's mission, use different methods to compare the cost of alternative products or procedures to minimize expenses and learn to calculate overhead costs and other useful ratios.

❖ Grooming the Next Generation of Leaders

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Basic*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:

This interactive and practical workshop focuses on developing the most important resource in your organization: your people. You will have an opportunity to practice three key tools for developing the next generation of leaders; 1) The Nine Box Model, a proven approach that can be used to identify key talent; 2) A framework for providing developmental coaching to your key talent; and 3) A model for providing timely and effective feedback.

❖ Human Resources Management

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Without employees and volunteers your programs probably could not function. Attend this session to learn the basic principles of recruiting, hiring and retaining both groups of individuals in order to employ the staff and manage the volunteers you need to provide services to seniors.

❖ Identity Theft: It Happened to Us, It Can Happen to You

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Identity theft can dramatically impact your agency, your donors, your clients, your board and your staff. Learn how to minimize the risks, quickly identify threats and maintain the trust of those who depend on your agency. Benefit from the lessons learned from the true story of one Meals On Wheels program. This session covers: identity theft and check fraud, protecting your donors and clients and suggestions for reducing the vulnerability of your program.

❖ Information Technology

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic* ***Credits:*** *1*

Description:

Nonprofit organizations are expected to do more with less. Often the best way to accomplish that is to work smarter. Knowing what types of tools are available is the first step to making this a reality. This course will focus on the latest technology available to Senior Nutrition Programs and how this technology can be used to accomplish your mission.

❖ Legal and Regulatory Compliance

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic* ***Credits:*** *1*

Description:

This course will review the main Federal laws and regulations affecting Senior Nutrition Programs and workplaces in general, and how these impact your program. In addition to discussing the Older Americans Act and US Department of Agriculture laws that may affect your program, you will get an overview of the various employment, workplace and anti-discrimination laws, including the Americans with Disabilities Act, the Age Discrimination in Employment Act and other civil rights provisions, and you will learn about the OSHA regulations that may affect your program.

❖ Monitoring the Effectiveness of Your Nonprofit Organization

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Advanced* ***Credits:*** *1*

Description:

This course consists of measures your organization will use to determine whether or not you are fulfilling your mission. This will include a discussion of your organization's long-term strategic plan, and whether or not your financial resources

and financial practices are adequate to support achievement of your long-term plan. Reporting measures such as financial ratios, non-financial measures, and dashboards will be discussed. As participants you will work on an exercise to develop a dashboard that can be used by your staff and board of directors.

❖ Purchasing and Procurement

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic*   **Credits:** *1*

Description:

This course will teach you principles to help you save money for your program when purchasing goods and services. You will examine the benefits resulting from group purchasing programs such as MOWAA's Common Goods and how these group purchasing plans will create leverage for your program.

❖ Time and Stress Management: How Not to Sweat the Small Stuff

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic*   *Credits:* *1*

Description:

We all have the same amount of time in a given day, week or year. It is whether or not you use your time wisely that makes the difference in living a productive and enjoyable life or one full of hassles and stress. Attend this course to learn how to put yourself in the driver's seat and in charge of your time and your life. Are you frequently overwhelmed by putting out fires and the "crisis of the day?" Do your days seem to slip by unproductively and/or are they filled with frustration? Are you effectively managing technology and information overload in this 24/7 world? This course will teach techniques to control the most valuable commodity you have– your time.

❖ Your Best Board Meeting. Ever!

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic*   *Credits:* *1*

Description:

Are your board meetings ever "bored" meetings? Do you want your board meetings to be more relevant and interesting? Do you want your board members to be engaged in your organizations? Should the emphasis be on the past, present or future? What is the purpose and how frequently should you meet? All these questions will be discussed in this session, along with practical tips on how to handle the agenda, the minutes and much more.

TRACK 3: DEVELOPMENT AND FUNDRAISING

"Development and Fundraising" refers to building sustainable revenue streams for an organization. Courses in this track cover topics such as fundraising techniques, grant writing and donor engagement.

Courses

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💰 Annual Giving: Raising More Money for Less

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Advanced*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:
Why is an annual giving program critical to growing your prospect base and your fundraising program? How can you raise annual fund dollars, launch phone campaigns and maximize online fundraising? Beyond taking advantage of the increasing comfort level of donors contributing online, nonprofits need to integrate their fundraising strategy (connecting email, direct mail, telemarketing, and mid-level/major gifts) and leverage the interactive platform of the web to make personalized and compelling requests for support for their program.

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💰 Best Practices in Gift Planning and How to Integrate Them into All Your Asks

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Basic*   **Credits:** *1*

Description:
Every institution should have planned giving as an arrow in its fundraising quiver. This presentation and discussion will teach experienced fundraisers about the necessary components of a successful planned giving program, while providing fundraising novices with a practical orientation as to why people give charitable

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gifts. Participants from programs of all sizes and structures can benefit from this overview of gift planning, which focuses on understanding donors' needs relative to your organization; the giving habits of donors; the different ways of giving; advanced methods/techniques; guidelines for accepting planned gifts and suggestions for marketing planned giving to donors, prospective donors and their advisors.

💰 Capital Campaigns: Knowing When You Are Ready

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Advanced*   **Credits:** *1*

Description:
A capital campaign isn't an everyday event—it can mold and shape your organization and program for years to come. That's why it is critical that you spend time planning and laying the best groundwork that can guarantee success. So, how do you know when you are ready to undertake a major fundraising project such as a capital campaign? How do you prepare for one? Why would we even want to embark on a campaign in these turbulent economic times? Learn the answers to these and other questions—and be prepared to share your thoughts and insights as well.

💰 Changing the Culture of Your Organization

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Basic*   **Credits:** *1*

Description:
Becoming a successful fundraising organization can help your program bring more resources to its mission of addressing senior hunger. An organizational culture of philanthropy will build relationships that lead to greater resources and community support. Learn to create this culture by promoting attitudes and behavior throughout the organization that integrate philanthropy as a way of doing business.

💰 Creating a Philanthropic Case for Support Tailored to Your Program

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Advanced*   ***Credits:*** *1*

Description:

To be a successful fundraising organization, your program needs a clear statement of its mission, vision, values and prioritized objectives. In this interactive course, you will review the definition of a philanthropic case for support and learn how it can be used in a variety of ways within an organization. Identify the key elements of your mission, vision, values and objectives of your program; review how to include your stakeholders in a discussion of these elements; define what makes your program compelling and distinctive; and discuss how your program is showing direct impact in your community.

💰 Creating a Team of Fundraisers: Staffing in a Changed Culture

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:

Which human and capital resources do you need to have a successful fundraising program? How can you utilize all staff and selected volunteers in the development process, and how can you train and motivate your development team? Explore your current internal staffing resources as well as the external resources available to you in your community. Discuss best practices and define the steps you need to take to create a successful fundraising team for your program.

💰 Creating Your Fundraising Plan

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Basic*   **Credits:** *1*

Description:
Why should you have a formal fundraising plan when you already know what your program's objectives and ultimate goals are? Having a plan helps you set goals, responsibilities and time priorities. You can share the result with funders and evaluate the success of your fundraising program. This session helps you apply the concepts and effectively take your own fundraising plan forward.

💰 Designing an Email Campaign: Get Read. Get Results. Raise Money.

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Basic*   **Credits:** *1*

Description:
Email campaigns can be an effective fundraising tool. However, there are best practices and particular messaging that must be incorporated in order to obtain the results you want. Direct mail strategies are different than email campaigns, and they require a new outlook on raising money. In this session you will discuss strategies for an effective email campaign, including tips for acquisition, stewardship and solicitation; concepts to increase results; and comprehensive campaign structures.

💰 Developing, Cultivating and Maintaining Relationships with Foundations

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Advanced*   ***Credits:*** *1*

Description:

Foundations are one of many sources of organizational support, but they can be one of the most difficult to understand and navigate. In this session, a foundation professional will share background information on how foundations work. You will get tips on how to begin your approach to a foundation, and you will learn specific strategies for developing and maintaining foundation relationships.

💰 Direct Mail is Working – and You Should Be Doing It!

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:

Despite the news of a bad economy and long recession, most Meals On Wheels programs met or exceeded their fundraising goals in 2010. Direct mail is working for Senior Nutrition Programs, and you should use direct mail in order to get your fair share! Learn how to construct a strong annual direct mail campaign and how to add more layers to increase revenue. In this session you will discuss when and how to add a high-dollar giving program, a monthly giving program, a planned giving program and when to use e-marketing, as well as how to identify the most responsive and profitable donors. Learn more about your donors through the surprising results of a study of 500,000 Meals On Wheels donors nationwide. Learn what's still working in fundraising and how to avoid what's not.

💰 The Dreaded Donor Engagement Gap

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:

Do you stutter when donors ask, "How can I get more involved?" Does your blood pressure climb when they say, "I want to be more engaged in your mission." Do your palms sweat when a donor ends a volunteer experience by saying, "What's next?" If you answered "yes" to any of these questions, you might suffer from engagement gap. Engagement gap strikes small organizations and big ones, struggling nonprofits and successful ones, and it threatens to cripple each of its sufferers. In this session, you will explore how to avoid the dreaded engagement gap and how to create an integrated engagement map for your donors.

💰 Engaging Young Donors

Key Competency: *This course fills Relationship Building requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:

How many young donors—under the age of 40—does your organization have? If you answered not very many, then you are just like most other organizations. In fact, what many organizations are finding out is that the cultivation, solicitation and stewardship practices that have been successful for many of the past generations are not producing the same results with younger generations. This session will focus on how to attract, steward and engage young donors in the work of your organization. Based on case studies of other organizations, participants will gain a greater understanding of how to engage young donors and keep them involved in the work of the organization. After all, young donors are not going to be young forever!

$ Excellence in Grant Writing: Back to Basics

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Basic* **Credits:** *1*

Description:

Successful grant writing is an art and a science. In today's environment, the grants process includes researching appropriate grantors, developing letters of inquiry, and preparing your proposal to provide grantors with the best possible representation of your organization.

$ Fundraising for Small Nonprofits

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Basic* **Credits:** *1*

Description:

Small nonprofits face extraordinary challenges when it comes to finding the staff time and resources to execute a fundraising strategy. To compete with larger organizations, small nonprofits have to optimize their fundraising activities. This presentation will cover the approaches, models and infrastructure elements that work best for small nonprofits—including those with one or two full-time fundraising staff, as well as those who rely entirely on volunteers. Learn how to effectively integrate the fundraising efforts of your staff and volunteers, and find ways to maximize your resources by spending your time and energy where it will matter most.

💰 Growing a Giving and Getting Board

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Advanced*   **Credits:** *1*

Description:
Frequently there is a disconnect between nonprofit organizations and board members when it comes to the giving and getting of money for the organization. Organizations often recruit board members with the expectation that they will personally give money and will get their friends and associates to give as well. However, board members frequently list giving or getting money as one of their least favorite activities. Join us as we explore ideas and strategies for changing this and growing a board eager to both give and get others involved.

💰 How to Ask for Major Gifts

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Basic*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:
Take an in-depth look at asking for major gifts. This practical session covers what you need to know about cultivating and soliciting major gifts. This course provides a non-technical, how-to approach for planning a major gifts program and tips on how to arrange the appointment, handle the objections and make the request.

💰 Improving Your Current Situation

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Basic*   **Credits:** *1*

Description:
How do you take what you are already doing, make it stronger and/or evolve it into something else? What resources, both human and capital, will you need to take your program to the next level? In this course you will learn how to assess your

current fundraising activities, establish the next level of goals and objectives for better revenue and identify resources needed and next-step actions to move your fundraising program forward.

$ Introduction to Major Giving: Navigating the Economic Recovery (also offered as How to Ask for Major Gifts)

Key Competency: *This course fills the Revenue Development requirement.*

This course has been offered in two formats:
Conference Session: **Level:** *Basic*   **Credits:** *1*
Institute Session: **Level:** *Basic*   **Credits:** *3*

Description:

A strong major gifts program that focuses on identifying, cultivating and soliciting major gifts from individuals can transform an organization and its future strategy. During this workshop you will learn how to define the role of the board and staff in major gifts philanthropy; understand the donor cycle for individual major gifts; determine the best start for your major gifts program; and define the elements of a successful major gifts program including the Case for Support.

$ Maximizing Technology for Effective Fundraising

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Within seven days of the earthquake in Haiti, more than $22 million had been donated to the Red Cross via $10 text messaging gifts. This is clearly an outlier in technology-based fundraising, but the Red Cross had to start somewhere. Twitter, Facebook and blogs…they are all the rage right now! You hear amazing stories of organizations raising dollars through social media, but are those real fundraising strategies, flukes or just urban tales? In the case of the Red Cross, we know why—but what about others? Learn how to ensure you have a meaningful presence in the social media world while maintaining a sense of realistic outcomes, and pick up strategies for moving the relationship offline.

💰 Online Grant Writing

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Advanced*   **Credits:** *1*

Description:

Many funders now have online applications, and more funders appear to be moving in that direction. However submitting online grant proposals frequently requires you to present your case for support in 2,000 characters or less. It is vital that you write concisely and to the point to get the attention of the grant reviewer. Learn how to prepare clear, concise, comprehensive and competitive online proposals.

💰 Preparing Successful Grant Proposals
(also offered as Grants: Finding and Applying)

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Researching grant opportunities and information about possible funders is an ongoing project for any grant seeker. Get the inside scoop and brush up your grant writing strategy with advice from the foundation side of the table. Learn about the grant application process; how to connect with someone at a foundation and how to write a grant application that will improve your program's chances of getting funded. Attend this presentation to get the tools you need to write compelling content, interact effectively with foundation leaders and make sure your proposal gets read.

💰 Promoting your Programs and Events

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Learn how to use social networking tools, other online techniques and traditional media like fliers and word-of-mouth to promote your organization's programs and events. Compare the "old way" and "new way" and learn how to get the word out effectively.

💰 Seeing Your Organization through Donors' Eyes

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Advanced*   **Credits:** *1*

Description:

This interactive session encourages you to look at your organization—including your marketing and development activities—from the vantage point of current and prospective funders. During this session you will explore optional funding sources for your organization and programs; consider what funders expect to see in organizations before investing their money; discuss the concept of funder perceptions; reflect on how funders view your organization; and develop next steps for your organization.

💰 Setting the Stage for Proactive Donor Research

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Advanced*   **Credits:** *1*

Description:

Data mining and donor modeling provide prospect researchers with new types of analyses that set the stage for proactive research. These techniques can be employed internally or with the help of outside vendors. Either way, effectively deploying these techniques enables you to play a more strategic role in your

organization's efforts to raise money. Beginning with quality data analysis helps you spend more time on qualified prospects, digging up valuable information that will help craft a cultivation strategy. Join us for this session to learn how these new techniques can add to the traditional research methods done by every development department.

💰 Taking Donor Relationships Offline

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Advanced*   **Credits:** *1*

Description:
Many organizations spend a lot of energy to attract donors online, but what do you do once you have acquired online donors? How do you build and grow the relationships with those virtual donors offline? In this session, you will learn about the types of donors who are attracted to online giving and their motivations for giving. Learn strategies that drive in-person engagement to continue to develop relationships with donors.

💰 Three Dimensions of Sustainability Planning to Remain Viable in Today's Economy

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Advanced*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:
Reduced availability of funding and a stalled economy make it difficult for Senior Nutrition Programs of all sizes to obtain funding for continuing or expanding the services that your communities and clients have come to count on. In this environment, sustainability planning is more urgent than ever. This interactive workshop teaches principles and practices that promote program sustainability. Participants will develop an understanding of and framework for sustainability planning; understand three elements required to sustain programs and services and explore strategies for enhancing the sustainability of their MOW program. Additionally, participants will identify the strengths of their program and develop an action plan to enhance its sustainability.

$ Tying an Event Back to Your Mission

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:

We all do special events, but are they really effective in furthering your fundraising goals? How can you create an event that furthers your mission (such as food-related events, cookbook fundraisers, etc.)? Learn to tap into who you know and businesses connected to your program (food vendors, restaurants) to help raise the fundraising bar and spread your mission, and find ways to effectively follow up with stakeholders after special events.

💰 What is Planned Giving? Why Should We Start a Program Now (and How)?

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:

Nonprofit organizations can position themselves to maximize fundraising and take advantage of the great transfer of wealth that is occurring in this country if they come out from under the shroud of a number of myths that define planned giving only in terms of deferred giving. A more modern and useful definition sees planned giving as donor centered financing strategies for capital, endowment and other major charitable gifts, where the donor's tax and financial planning goals are considered along with the institution's fundraising objectives. This session explains why you should explore your organization's planned giving fundraising potential and the necessary first steps you can take.

💰 X Factors of Sustainability

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:

This session will develop a framework for organizations and individuals to use as they consider organizational and programmatic sustainability. We will establish a working definition of nonprofit sustainability; explore the concept of X factors; examine eight (8) X Factors of Sustainability; identify the presence of these X Factors in your organization; and consider ways to leverage them to enhance organizational and programmatic sustainability.

TRACK 4: COMMUNICATIONS

"Communications" begins with crafting messages and building a brand and includes all activities that relate to strategically spreading the word, internally and externally. Courses in this track cover interpersonal relations, public speaking, PR and media relations, effective writing and social media.

Courses

7 Keys to Powerfully Building Your Brand: Parts 1, 2 and 3

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Basic*   **Credits:** *3*

Description:

Part 1—Importance of Your Brand
You will learn about surprising branding mistakes and successes, along with the #1 thing that will make or break your brand. We'll discuss a radical approach that helps nonprofits keep their "heart" while using business techniques to get better results. This session helps you understand the foundation of branding and how to strategically integrate it into your marketing programs.

Part 2—Creation of Your Brand
Don't make the all-too-common mistake of not investing in a top-notch design. You'll learn why sometimes this is the difference between getting or not getting a donation, a volunteer, etc. You also MUST have a unique message. You can't afford to just be another cup of coffee (Starbucks isn't) or another soda (Coke isn't). You need to be special! But how? In this session, you'll learn the key to creating compelling messaging.

Part 3—Implementation of Your Brand

The bottom line is you can have the best "brand" in the world, but if no one sees it, you've wasted your money. But how do you determine what marketing programs will have the best Return on Investment (ROI)? You have a whole "Universe of Marketing Possibilities" from which to choose: email, partnerships, search engine marketing, advertising, social media, etc. In this session, we'll help you weed through the possibilities and learn the most effective, practical ways to spread your brand.

Building Effective Collaborations

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *1*

Description:

One plus one equals three. This course will teach you how collaboration is being used to successfully meet the needs and goals of organizations to leverage their assets while maximizing their resources. Learn about collaborative structures organizations use. Clarify the differences between a joint venture, an alliance, a partnership and a merger. Consider the success factors for creating collaborative relations with other organizations and how to navigate when working with multiple partners.

Communications and Listening Skills

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *1*

Description: *See course listing under Track 2: Management*

🗣 Content Creation: The Ultimate "How-to" Guide

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:
   In general, all of your information should be created from the perspective of "Are you communicating your information in the most compelling and impactful way for your constituents?" At the end of this workshop, you'll know: What to put on your homepage and why you want it there; what to put in your menu structure and how visitors will navigate through your website. Learn how to create a hook statement, what tagline concepts are and ideas on selection of graphics and animation.

🗣 Copywriting: Writing an Appeal that Motivates People to Give

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:
   The pen still has power—if you know how to use it correctly. Learn how to develop the most effective messages for direct mail and online fundraising. See examples of great letters—and not-so-great letters. You'll learn step-by-step how to edit a lackluster letter into one that will raise more money and discover the most successful themes and general messages that can apply to a variety of Meals On Wheels providers. Led by professionals who helped Meals On Wheels organizations raise over $6 million dollars last year, this hands-on session will cover crafting an effective letter opening, strong ask and a great P.S. (yes, it's important). You'll learn how direct mail and online messaging are both similar and different.

Creating a Multi-Year Public Relations Strategy

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Advanced*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:

If you want to start a major campaign or initiative developing a multi-year PR strategy is crucial. You need to reach and communicate with different target audiences to prepare them for your campaign, identify potential community and corporate partnerships and alliances, prepare for possible crisis situations, and understand the correlation between PR and fundraising. Learn how to develop a PR plan that outlines your communication objectives, goals, and timelines initiative.

Creative Marketing at the Local Level

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Limited budget? Big goals? Whether you are a two-person agency or a team of 20, learn creative strategies that will help you achieve results at the local level. This course will help you understand the elements of a good marketing plan; identify your stakeholders and learn how to get them involved; develop strategies for establishing good media relationships at the local level and explore cost-effective ideas and ways to measure success.

Crisis and Disaster Communications – Making Public Relations Strategic

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Advanced*   **Credits:** *1*

Description:

A crisis situation can present your organization with a complex and difficult dilemma that might result in long-term impact. Developing a response strategy to implement in a crisis situation is important, as well as identifying and designating

spokespeople, and controlling the flow of information. This course teaches you how to deal most effectively with important external audiences as well as the media in the event of a crisis.

Developing a Public Awareness Campaign

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *1*

Description:

A successful public awareness campaign is the result of good planning, strong communications tools, and a committed effort to staying on track. Understand how to: define the goals and objectives of a public awareness plan; identify the target audience you want to reach; determine the best communication tools for reaching your audience; formulate a working plan and schedule based on available resources and measure the success and ROI of your campaign.

Developing Successful Personal Relationships (also offered as Developing Extraordinary Personal Relationships: Honing Your Interpersonal Skills)

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Winning teams don't just happen—they are created by great leaders. Leading and managing people and developing positive personal relationships, whether they are your clients, staff, vendors or the media, requires you to have highly developed interpersonal skills. How you interact with people has a direct impact on your productivity, the performance and satisfaction of your employees, the recruitment and retention of talented staff and volunteers and the establishment of quality ongoing relationships with all your stakeholders.

E-Strategy for Your Nonprofit

Key Competency: *This course fills the Revenue Development requirement.*

This course has been offered in two formats:
Webinar Version: **Level:** *Basic*   **Credits:** *1*
Conference Session: **Level:** *Advanced*   **Credits:** *3*

Description:
This seminar shows how any nonprofit can develop and execute an Internet strategy to further its mission. We'll examine how nonprofits are using the Internet, how they would like to be using the Internet, how they should be using the Internet—and how to bridge that significant gap easily and quickly. You will learn how to drive more traffic to and fundraising through your site and receive specific suggestions on how you can improve your website so it will offer lots for your website visitors to see and lots for them to do.

How to Market Using a Limited Budget

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *1*

Description:
Many nonprofits have limited resources and they have to prioritize where and how they can best spend their funds and staff time. Having a marketing plan will help you get your message out and attract new volunteers and donors. Learn to be creative and market with a limited budget by using the resources and tools you have as well as free and low-cost resources.

Influence: Gaining Commitment, Getting Results

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Advanced*   **Credits:** *1*

Description:

Influence is an essential component of leadership. Your position in an organization and the power it gives you aren't always enough to motivate people to do what you ask. Developing and refining your influence skills can help you gain commitment from people at all levels: direct reports, peers, and supervisors. Learn what to do before, during, and after a situation where you are trying to influence another person.

Marketing Basics: Parts 1, 2 and 3

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *5 (Part 3 fills the intensive workshop requirement)*

Description:

Part 1—How to Get Heard: Communicating What Matters

Is your organization "the best-kept secret in town"? Do you wonder why or what to do about it? In this session you will learn four core communication principles that will help you stop overwriting and under-communicating. You'll understand the challenges you face and why spending more marketing dollars isn't necessarily the solution.

Part 2—Marketing 101. How to Grow: Lessons From the Apple Tree

Like the apple tree, nonprofits bear fruit for others. Knowing your core business helps you find new resources within and attract new resources from the outside. You'll learn about ego-branches, suckers and pruning to help you do what you do best. You'll find out why good ideas kill nonprofits and how to avoid giving blank checks to "mission," and you'll get tools to bear more fruit for those you serve.

Part 3—Marketing 102. Build Your Base of Support: Marketing that Works

"We need more money! We need more donors!" These vague goals spawn vague marketing plans whose only guaranteed outcome is that you've spent money! Learn how to grow your base of support with a cost-effective marketing plan that acquires, renews and retains your patrons with targeted communications. This intensive workshop builds on principles from the first session.

Maximizing Media Relations: Parts 1 and 2

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *1-2*

Description:

Working with the media can be a daunting and exhilarating task. Learning what is newsworthy, how to earn media trust and coverage and the art of speaking in sound bites takes time and practice. In this session, you will focus on how to build positive, lasting relationships with media outlets and how to become an outstanding press representative for your Meals On Wheels program. Learn techniques for earning coverage and preparing for when the media shows up–expectedly or unexpectedly. Presented in two parts, this hands-on, interactive course will guide you through mock interviews with the media and writing effective press communications. You will learn how to respond to reporter questions during news interviews, how to turn negative questions into positive responses and tips for staying on message. With new skills, strategies and tools for developing media relationships and top-shelf media communications, you will become an exceptional spokesperson for your Meals On Wheels organization.

Public Speaking: Tips to Becoming an Effective Presenter

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Nonprofit leaders must be prepared to make presentations to a wide variety of audiences, including donors, board members, employees, community leaders and constituents. How you present yourself and your message will go a long way in

determining whether or not you gain their support. With so much at stake, don't leave your public speaking skills to chance. Learn how to maximize the impact of your organization's "story" in live presentations to your funders and volunteers. Learn some tips to sharpen your public speaking skills to ensure your message is well received and acted upon.

Online Writing: Crafting Web and E-News Content to Engage Your Supporters

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Advanced*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:
Why do some nonprofit web sites capture attention, motivating visitors to really dig in, while others don't engage users for more than a moment? Why do some e-newsletters generate big bursts of support while others are deleted immediately? Learn the critical differences between writing on paper and writing for the computer screen and the three characteristics of good online writing.

Storytelling Basics: Telling Memorable Stories About Your Program's Mission (also offered as Effective Online Storytelling)

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *1*

Description:
Storytelling is one of the most effective marketing techniques. Stories move people more than statistics, and they are also more memorable, allowing your supporters to spread the word about your program's mission more easily. Learn how to spot good stories in your everyday work; learn which details to leave in and which ones to leave out and explore ways to use storytelling effectively in all your communications.

🗣 Telling Your Story to the Media and Your Supporters

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Facts and figures will only take you so far. What both the media and your supporters really want is a good story—and your organization has plenty of them to tell! During this workshop, we'll explore the elements of a good nonprofit story and help you identify the great stories your program can tell today. We'll also look at how you can use your stories to get more press coverage and to inspire your volunteers, donors and other supporters to do even more for your program.

Web 2.0: Social Media for Nonprofits

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Has your nonprofit attracted new donors through Facebook or MySpace? Have you connected with supporters through LinkedIn? Do you Twitter? This session illustrates how your nonprofit should use these and other social media tools to build awareness, raise funds, spawn viral marketing, communicate effectively, build online communities, interact with constituents and drive traffic to your website. We will cover social networking, blogging, podcasting, polling, photo/video sharing, virtual worlds, search engine optimization/marketing and more. Learn how to create an effective social media presence, how it should interact with your website, and how to generate traffic and support.

Your Nonprofit Marketing Plan: A Roadmap to Building Support for Your Organization

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Basic*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:

Newsletters, brochures and websites are tactics, and tactics without a strategy behind them are doomed to disappoint. During this session, you'll learn how to approach nonprofit marketing with a strategic focus, rather than as a bunch of publications you need to produce. We'll review the steps needed for creating a marketing plan that works for your specific organization, so that when you do create communications pieces, they are implementing well-defined goals, regardless of whether you are recruiting volunteers, building political support or raising money.

TRACK 5: NUTRITION

"Nutrition" track courses cover a broad range of topics related to both food and foodservice operations, including menu planning, meal delivery systems, health and wellness and food safety.

Live Institutes

❤️ Senior Nutrition Institute—Basic Skills

Confers a Specialist Certificate in Basic Senior Nutrition
Total Credits: *4*

Courses in this Institute:
- Breathing New Life into the Congregate Program
- Dietary Guidelines 2010 – Translating Research to Application
- Evolving Food Trends: Research and Industry Responses
- Screening and Prioritizing Clients for Nutrition Risk

❤️ Senior Nutrition Institute

Confers a Specialist Certificate in Senior Nutrition
Total Credits: *4-8*

Specific courses in this Institute vary from session to session.

Courses

⏏ Basic Nutrition for Older Adults

Key Competency: *This course fills the Foodservice Knowledge requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Get up-to-date information on the nutritional needs of older adults and risk factors that may have an impact on appetite and on food intake of this population group. This workshop translates the science of nutrition into applications at the community level. During this session, you will learn how to: recognize the nutrition needs of older adults; identify the relationship between risk factors and nutrition needs of older adults; and understand what the Dietary Reference Intake (DRI) and the US Dietary Guidelines are and their applications in dietary planning.

⏏ Building Community Connections – Nutrition Programs in the Health Care Continuum

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Advanced*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:

This course will discuss healthcare service utilization for older adults; the promotion of nutrition, health and wellness services for older people who are discharged from hospitals to help identify social, functional and nutritional risk factors for adverse outcomes in those older patients; the importance of developing partnerships within the community; and tips on developing a payment system to cover those expenses.

▐●▌ Breathing New Life into the Congregate Programs

Key Competency: *This course fills the Foodservice Knowledge requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:
　　Many programs across the country are experiencing a decline in participation at congregate sites, but the program is not dead yet. The congregate program provides community-living seniors an opportunity for socialization, health education and promotion activities, as well as the provision of nutritious meals. Join in a discussion about innovative approaches that can be used to reinvigorate your congregate dining program while reinforcing its value to the seniors you serve. During this session you will learn techniques for matching client needs with program services and activities; identify successful innovations and explain the process for implementing the changes.

▐●▌ Designing Food Delivery Systems

Key Competency: *This course fills the Foodservice Knowledge requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:
　　How should you design a food delivery system that retains temperatures and quality of the food? Considerations you need to look at will include: the type of meal served—hot, cold or frozen; the type of kitchen—central commissary or satellite; the route lengths; the time spent in transit; and equipment used such as meal containers and food transporters.

Dietary Guidelines 2010—Translating Research to Application

Key Competency: *This course fills the Foodservice Knowledge requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:

The 2010 Dietary Guidelines for Americans were released in January of this year. Highlights of the recommendations of the new Dietary Guidelines for Americans, emphasizing those that apply to older adults and their application to the Older Americans Nutrition Program will be discussed. The session will focus on the scientific basis of the Dietary Guidelines, the relationship of the Dietary Guidelines and the Dietary Reference Intakes, the use of the Dietary Guidelines to improve health and wellbeing as well as meeting the requirements of the Older Americans Act. The session will include an interactive discussion and participants will have the opportunity to ask questions.

Effective Cost Management for Today's Economy: Parts 1, 2, 3 and 4

Key Competency: *This course fills the Fiscal Responsibility requirement.*

This course has been offered in two formats:
Webinar Version: ***Level:*** *Basic*   ***Credits:*** *4 (a four-part series)*
Conference Session: ***Level:*** *Basic*   ***Credits:*** *3*

Description:

This workshop covers the fundamental concepts of cost controls applied to the management of meal programs for older persons. Recommendations for ways in which programs might better manage their costs while still maintaining program service standards will be discussed. Participants will be encouraged to share their cost management practices during the workshop.

Evidenced Based Research – Using Data to Support Your Case

Key Competency: *This course fills the Foodservice Knowledge requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Can you prove that your program makes a difference in the lives of older adults? Can you demonstrate that your program is efficient and effective? Quality programs focus on results. They use performance data to meet participant needs, justify resources, manage programs, improve quality, efficiency and effectiveness, identify training needs, program service trends, and best practices, satisfy key stakeholders, and drive change for the future. This workshop will focus on federal, state and local efforts in data use and outcome measurement using presentation, discussion and application scenarios.

Evolving Food Trends for Older Adults: Research and Industry Response (also offered as Intro to Evolving Food Trends)

Key Competency: *This course fills the Foodservice Knowledge requirement.*

This course has been offered in two formats:
Webinar Version: **Level:** *Basic*   **Credits:** *1*
Conference Session: **Level:** *Advanced*   **Credits:** *1*

Description:

How will evolving food trends and health and wellness factors impact participants' menus and therefore Senior Nutrition Programs? In this course you will identify food trends occurring today that will likely impact meal programs for older Americans and discuss foods and/or changes in eating practices associated with those food trends. The discussion will also focus on the population segments that are associated with developing food trends and on new products being developed in response to today's consumer interests in foods. Topics to be covered include functional foods, phytochemicals, probiotics and organic foods.

🍽 Food Safety and Sanitation: From Preparation to Table

Key Competency: *This course fills the Foodservice Knowledge requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Learn about food safety and sanitation principles focusing on the safe packaging, handling and delivery of home delivered meals – from food prep to participant table. Incorporating time and temperature controls, avoidance of cross-contamination and proper food handling techniques, along with actual language from the federal food code, this presentation will provide those new to food safety with vital sanitation training, and will provide even the most seasoned food handler with up-to-date information and sound food safety and sanitation principles.

🍽 Food Safety on the Go
(also offered as Intro to Food Safety on the Go)

Key Competency: *This course fills the Foodservice Knowledge requirement.*

This course has been offered in two formats:
Live Institute: **Level:** *Advanced*   **Credits:** *3*
Conference Session: **Level:** *Basic*   **Credits:** *1*

Description:

The main objective of this course is to train individuals within home-delivered meal programs to provide relevant food safety education to the programs' staff, volunteers and clients, in an effort to improve their food safety knowledge and practices. The overall goal is to decrease the risk of foodborne illness among clients of home-delivered meal programs. Participants will learn why food safety is important when providing meals to older adults; will be able to describe the food safety responsibilities of specific individuals in a home-delivered meal program, including the director, food service management staff, food service workers and drivers and explain how to promote clients' safe handling and storage of home-delivered meals.

Health Literacy On Wheels: MOW Volunteers Deliver Health Skills

Key Competency: *This course fills the Foodservice Knowledge requirement.*
Level: *Basic*   **Credits:** *1*

Description:

This hands-on workshop provides tools for integrating health information delivery along with home-delivered meal services. Recent studies show that older adults lack health literacy skills. They often make dangerous medication errors, mismanage their chronic diseases, engage in risky food safety practices, and communicate poorly with their health care providers. Health Literacy On Wheels trains Meals On Wheels drivers as health literacy coaches. In this presentation you will learn how health literacy coaching can enhance the communication skills of Meals On Wheels volunteers and staff, as well as help meal recipients maximize the benefits from appointments with their health care providers.

Hunger and Food Insecurity Among Older Adults

Key Competency: *This course fills the Foodservice Knowledge requirement.*
Level: *Basic*   **Credits:** *1*

Description:

During this session, we will present a variety of topics associated with hunger and food insecurity among older adults. The session begins with a review of the current literature, current definitions of hunger and food insecurity, and its prevalence. National perspectives and data on senior hunger (including data from the MOWAA Hunger Study) and the Georgia (GA) Model will also be presented. Following the presentations, we will engage facilitated discussions and group activities to help you develop outcome-oriented projects to reduce senior hunger that you can implement at your program.

⍥ Intro to Making Appealing Menus

Key Competency: *This course fills the Foodservice Knowledge requirement.*

Level: *Basic*   **Credits:** *1*

Description:

The 2010 US Dietary Guidelines recommend that Americans include more fruits and vegetables in their diets. However, planning cost effective menus that include a variety of fruits and vegetables can be a challenge for Senior Nutrition Programs. This session will cover food purchasing, preparation and merchandising tips that can be used to create menus that are both appealing and nutritious.

Menu Planning for Customer Satisfaction

Key Competency: *This course fills the Foodservice Knowledge requirement.*
Level: *Basic*   **Credits:** *1*

Description:
This session provides an overview of the essentials of menu planning that focuses on customer satisfaction yet still follows the Dietary Guidelines for Americans (DGA) and the Dietary Reference Intake (DRI) for nutrients. Basic issues to be covered will include: meeting nutritional needs of older adults, providing menu options and using the computer to analyze nutrient content of menus. Learn and discuss how best to provide appealing meals that fit your food budget.

Put Some Appeal into Your Menus: Making Food Fun

Key Competency: *This course fills the Foodservice Knowledge requirement.*
Level: *Basic*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:
Planning cost-effective menus that include a variety of fruits and vegetables can be a challenge for Senior Nutrition Programs. This demonstration–format session will provide tips for healthier meals by increasing fruits and vegetables. The presenter will also provide food purchasing, preparation and merchandising information that can be used by to create menus that are both appealing and nutritious. This lively workshop will help you put that "yum" factor into your menus.

Screening and Prioritizing Clients for Nutrition Risks

Key Competency: *This course fills the Foodservice Knowledge requirement.*
Level: *Basic*   **Credits:** *1*

Description:
The population of older persons is increasing very rapidly and will cause a surge in the need for nutrition and social service programs. MOW programs are currently seeing a great increase in demand. In fact, at the present time, a report indicates

that 80% of MOW programs have a waiting list. With limited service dollars, how do programs assess and prioritize clients for nutritional services? This workshop session will identify key risk factors for food insecurity and malnutrition and describe the different survey and assessment tools currently used to identify clients that are at a high risk and in need of nutritional intervention.

⭐ Surviving a Changing Environment

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Basic*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:
Consumer-directed care is part of a culture change in long-term care. Consumer direction is the wave of the future. In the upcoming decades, aging individuals will be more educated and will desire more input and control in their healthcare and long-term care services. How will nutrition programs survive this changing environment? This hands-on session leads the learner through development of a strategic plan from market analysis to program implementation.

⭐ Wellness Interventions for Older Adults at Senior Centers

Key Competency: *This course fills the Foodservice Knowledge requirement.*
Level: *Basic*   **Credits:** *1*

Description:
During this session, we will describe a series of interventions designed to promote wellness for older adults that can be presented at senior centers. The main topics to be presented include: Diabetes Self-Management; Fruits and Vegetables for Older Adults; and Chair Exercises to Improve Physical Function for Older Adults.

TRACK 6: VOLUNTEER MANAGEMENT

"Volunteer Management" track courses cover all aspects of a volunteer program–including recruitment and retention, administration, risk management and evaluation.

Courses

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Changes in Volunteering Means Changes in Volunteer Management

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Advanced*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:
It's not your grandmother's volunteering! Today's volunteer world is evolving as rapidly as everything else—are you keeping pace? What do concepts such as entrepreneurial volunteering, micro-volunteering, IYV+10, skill-anthropy, online recruitment, "A Billion + Change" pro bono initiative, and much more mean to you? This session will provide you with an overview of how volunteer management practices are adapting, which approaches you should not change as well as those that you must change.

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Finding the Best Volunteer for the Job

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic*   **Credits:** *1*

Description:
Learn how to set the stage for effective volunteer administration and how to think about generational differences when filling volunteer positions. Understand the importance of assessing your organization for "volunteer friendliness" through a tool called the Volunteer Resources Management Practices Inventory. Understand

generational distinctions and learn to design job volunteer jobs as the vehicle for effective volunteer recruitment and hear about recruitment tips for appealing to different generations.

✋ From Baby Boomers to Millennials: A Multi-Generational Volunteer Corps

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Advanced*   **Credits:** *1*

Description:

We know that the majority of today's Meals On Wheels volunteers are retirees, often available with the time to drive long distances and time for a short "hello" with their clients. Their clients frequently live in rural areas or in marginal sections of our cities. What can you do to interest new generations of volunteers to serve these clients? How do you structure your volunteer programs to provide experiences that will interest students, young professionals, interns, and recently unemployed people with skills they can use on their resumes? This workshop will remind you of generational characteristics, help you identify positions that could attract younger volunteers and identify marketing approaches for all.

✋ From Recruitment to Retention – A Primer for an Effective Volunteer Program

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic*   **Credits:** *1*

Description:

With the rising need for Meals On Wheels services and the declining numbers of older volunteers, volunteer recruitment is one of the great challenges Meals On Wheels providers face today. As with fundraising and marketing, it's important to diversify where and how you recruit. An effective volunteer program doesn't just "happen." It needs to be carefully planned, structured and managed. There are tools that, if properly implemented, will provide structure for your program, support your volunteers, and integrate volunteerism into the management fabric of your Meals On Wheels program. Job descriptions relate to each of the functions, as do risk management issues.

✋ Fundraising and Volunteers

Key Competency: *This course fills the Revenue Development requirement.*
Level: *Advanced*   **Credits:** *1*

Description:

In spite of the recent "Great Recession," there is still a great deal of philanthropic money out there for your Meals On Wheels program. And here's a secret: fundraising is all about relationships…and many of your volunteers are the ones with those relationships! The majority of the volunteers who are willing to help your program, come either from your community at large or from your volunteer resource pool. They play a vital role and often are the key to the success of fundraising projects. Be ready to discuss how to use these relationships effectively.

✋ Keeping Your Volunteers in Satisfying Volunteer Work

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic*   **Credits:** *1*

Description:

Learn how to retain volunteers, from screening to recognition and explore ways to keep each generation engaged in their volunteer work. In this session you will discuss the importance of screening volunteers using applications, background checks and interviews; review orientation and training tips; learn how to supervise different generations of volunteers; and the value of recognition and evaluation.

✋ Managing and Marketing Volunteer Programs

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:

Meals On Wheels programs know that effective management of its volunteer personnel is essential to surviving and thriving in today's world. Careful planning and applying good management practices are as important to volunteer programs

as they are to other aspects of a non-profit organization. Questions to address to determine if your program is "volunteer-friendly." Is your staff prepared and genuinely interested in a strong volunteer corps? How do you present your volunteer opportunities in various venues to attract the kinds of volunteers you need? Do you provide an orientation and some training? Do you have attentive supervision, especially if from a distance? Are you creative in the recognition you give? Do you invite your volunteers to evaluate your volunteer program? Do you provide feedback to the volunteers on how well they are doing–on a regular basis?

Measuring the Effectiveness of Your Volunteer Program

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Advanced*   **Credits:** *1*

Description:

Volunteers are a source of free labor, help publicize organizations, attract donors, and often are potential donors themselves. Volunteer programs are integral to the success of many nonprofits, yet volunteer programs need to be managed well in order to fully benefit an organization. This workshop will illustrate ways to measure the effectiveness of each aspect of your volunteer program – from volunteer recruitment to retention. You will walk away with quantitative and qualitative measures of volunteer programs.

Positioning Your Agency for the Volunteers of Tomorrow

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Advanced*   **Credits:** *1*

Description:

Do you have a strategic plan for involving volunteers over the next decade? As a key decision-maker for your organization, do you give as much attention to raising people as you do to raising money? This session will examine the key trends, issues and executive-level decisions necessary to tap the enormous potential of community participation. Participants will identify key actions needed from executives to support volunteering across the whole organization, including resource allocation, staffing, policy setting and enforcement; learn to develop an

intentional strategy to strengthen volunteer engagement and tap new forms of community resources and talents; and challenge assumptions based on yesterday's volunteering.

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✋ Productive Cooperation between Your Staff and Volunteers Will Benefit Your Clients

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Advanced*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:

Volunteers are integral to advancing the mission of the organization. Until recently, volunteer work was defined in terms of supporting the work of paid employees. However, many volunteers today have different expectations of volunteer work and frequently have highly developed specialized skills they want to utilize. That means that staff is more likely to be in a coordinating or managerial role and the volunteer in a consultant role. It is important to recognize the change and to build volunteer positions that use the strengths of both staff and volunteers. This course will address how paid staff and volunteers can enhance each other's efforts. Understand why a positive organizational climate is a key element in fostering positive staff/volunteer relations. Learn what organizational structures need to be in place to build those relationships.

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✋ Recruiting the Next Generation of Volunteers

Key Competency: *This course fills the Planning for the Future requirement.*
Level: *Basic*   **Credits:** *1*

Description:

With the rising need for Meals On Wheels services and the declining numbers of volunteers, volunteer recruitment is one of the great challenges Meals On Wheels providers face today. As with fundraising and marketing, it's important to diversify where and how you recruit. In this session you will discuss new ways to connect with current and potential volunteers via the Internet and social media.

Sharing the Impact of Your Volunteer Program with Your Communities

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   *Credits:* *1*

Description:

Stories abound in Meals On Wheels programs. Telling donors stories about the seniors you serve is inspirational and may motivate them to give more, but equally inspirational are stories about the impact of the volunteers who show up on seniors' doorsteps, do your data entry or package meals behind the scenes. Their stories, motivations and photos can inspire new donors, engage the media in new ways and draw in new fleets of volunteers to help with your program. How do you do it? In this session, you will learn how and where to tell the great stories about your volunteers and their contributions to Meals On Wheels in a way that benefits your program, the seniors you serve and your bottom line. This workshop will include activities, takeaways and ideas to implement back at your program.

Using Your Website and Social Media to Attract and Engage Volunteers

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   *Credits:* *1*

Description:

Volunteer programs today have tremendous challenges and also opportunities to think in creative and innovative ways to recruit volunteers for their programs. Use your website as a recruitment tool. A well planned website that engages the reader will reap untold benefits and produce potential volunteers for your program. Learn to design your website so it will capture the hearts of people who will choose your program to volunteer. Use social media to interact with people via the internet. You can use social media to contact current volunteers to ask for help with various volunteer opportunities, events or temporary shortages, or ask for ad hoc volunteers to help in times of a disaster, or to sign family members up for services or communicate with family members of your clients.

🖐 Volunteer Engagement

Key Competency: *This course fills the Relationship Building requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:
Every organization needs volunteers, but volunteers themselves have needs. Each volunteer is looking for something different from her or his volunteer experience, whether it be looking to build additional skills, meet new people, contribute to an organization on a long-term basis or participate in fun, one-off activities. This workshop will address ways to support and engage different groups of volunteers and their different needs. It will teach you how to identify volunteer needs and talents, share volunteer success stories and build volunteer affiliation. The session will also provide an overview of volunteer database and software systems, online resources and best practices that can assist in organizing your work with volunteers.

🖐 Volunteer Performance and Evaluation

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Advanced*   ***Credits:*** *1*

Description:
This session shows you how to evaluate your organization's needs and appropriate tasks and assignments for volunteers. A range of topics will be addressed including: evaluating the skills, abilities, experience, background and interests of prospective volunteers; drawing up initial and follow up questionnaires for pre and post training; setting up a training program for prospective volunteers that engages volunteers in the opportunities available in your organization to maximize effective use of volunteers' skills, fit with volunteers' interests and fulfill your organization's goals.

🖐 Volunteer Protection

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:

The protection of volunteers must be a priority to your organization. Volunteers help with many diverse services provided by your program and could be exposed to potential harmful situations, e.g., clients or their family members, other volunteers, weather; confidentiality, physical, and psychological issues. It is imperative that your program develops a thorough risk management program and has volunteer protection policies and procedures in place. This session gives a brief overview of the "what if's" to ensure the safety, protection and well-being of your volunteers.

🖐 Volunteer Realities: The Good, the Bad and the Ugly

Key Competency: *This course fills the Organizational Planning requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:

Your volunteers and drivers are in contact with clients on a daily basis and, unfortunately, difficult and unforeseen situations come up every so often. You may have a client who makes unreasonable demands on your volunteer, a client who has a mental health problem or maybe a client who lives with a belligerent family member. There are many situations your volunteers and drivers encounter. Join a panel of MOWAA Members to discuss the limits and boundaries of the volunteers' roles and responsibilities. Hear about the strategies their programs have in place to help volunteers identify situations that might pose a hazard to client safety or their own.

TRACK 7: FINANCIAL MANAGEMENT

"Financial Management" track courses cover the skills needed to monitor the financial condition of an organization and ensure good financial management practices are being followed. Course topics include basic accounting, analyzing financial statements and fraud prevention.

Live Institutes

🔒 Basic Nonprofit Financial Management Institute

Confers a Specialist Certificate in Basic Financial Management
Total Credits: *6*

Courses in this Institute:
- Introduction to Nonprofit Organizations
- Basic Accounting and Financial Reporting for Nonprofit Organizations
- Analyzing and Interpreting Financial Statements of Nonprofit Organizations
- The Form 990 Information
- Basics of Fraud Prevention

🔒 Advanced Nonprofit Financial Management Institute

Confers a Specialist Certificate in Advanced Financial Management
Total Credits: *7*

Courses in this Institute:
- Nonprofit Organizations—Yes, They are Different!
- Budgeting and Cash Management for the Nonprofit: Parts 1, 2 and 3
- Monitoring the Effectiveness of Your Nonprofit Organization
- Basics of Fraud Prevention

Courses

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🔒 ## Analyzing and Interpreting Financial Statements
of Nonprofit Organizations

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Basic*   **Credits:** *1*

Description:

This session is an introduction to basic financial analysis techniques, including
simple ratio analyses. Basic ratios that can be used to gauge the financial strength
of a non-profit will be presented, with an emphasis on the interpretation of the
applicable ratio (e.g., current ratio, general & administrative expenses as a
percentage of total expenses, etc.). Participants will work in groups and perform
a basic analysis of two NPOs, comparing the financial similarities and differences
between the two organizations.

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🔒 ## Basic Accounting and Financial Reporting for Nonprofit Organizations

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Basic*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:

This session is an introduction to the basic financial statements utilized by
nonprofit organizations, including the: Statement of Financial Condition; Statement
of Activities; cash flow statement and footnotes to the financial statements. You will
review each of the financial statements, including definitions and terminology (e.g.,
assets, liabilities, net assets, etc.) and a general discussion of the usefulness of the
accounting information. Reference will be made to actual financial statements to
assist participants in understanding the differences and similarities between non-
profit and for profit entities. Typical transactions of nonprofit organizations will be
reviewed, with emphasis on their impact on the organization's financial statements.
A series of typical transactions will be presented with an illustration of each
transaction's impact on the organization's financial statements. You will participate

in an in-class exercise in which you will be asked to "process" a series of general transactions for a nonprofit organization, showing how each transaction affects the overall financial statements of the organization.

🔒 Basics of Fraud Prevention

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Basic*   **Credits:** *1*

Description:
    Every manager/director/board member needs to have a general understanding of fraud risk. In this module, the various types of fraud will be discussed: asset misappropriation; fraudulent financial reporting; and corruption (bribery, kickbacks). Statistics from the Association of Certified Fraud Examiners (ACFE) Report to the Nation will be presented and discussed. Specific examples of non-profit frauds will be shared. Participants will work in groups to assess and develop responses to several fraud risk scenarios.

🔒 Budgeting and Cash Management for the Nonprofit: Parts 1, 2 and 3

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Advanced*   **Credits:** *3 (fills the intensive workshop requirement)*

Description:
    This workshop consists of an in-depth presentation on the development of budgets, factors to consider in the development of budgets, monitoring budgets versus actual results, responding to budget variances and reporting budget results. An in-depth exercise will be used where participants will work in groups to develop a monthly and annual budget. Additionally, participants will use this exercise to develop a three month and 12 month cash forecast.

🔒 Business Planning and Measurable Outcomes

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Advanced* ***Credits:*** *3 (fills the intensive workshop requirement)*

Description: *See course listing under Track 2: Management*

🔒 Finding and Controlling Hidden Costs

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Advanced*   **Credits:** *3 (fills the intensive workshop requirement)*

Description: *See course listing under Track 2: Management*

🔒 The Form 990 Information

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Basic*   **Credits:** *1*

Description:
Participants will receive an overview of the Form 990 Information Return that all nonprofit organizations are required to file with the Internal Revenue Service. You will review an example Form 990 and discuss FAQs on the form and its preparation. Your Form 990 can serve as a sample for discussion.

🔒 Financial Vulnerability and Fraud in Nonprofit Organizations

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Basic*   **Credits:** *1*

Description:
An understanding of the financial health of your organization is critical for leaders of nonprofit organizations. We will first review the financial reports that you are required to produce, including financial statements, government reports and budgets. We will then learn how to use these in strategic planning to evaluate the present and predict the future financial health of your organization. We will also discuss methods that can be used to both increase the integrity of your financial reports and reduce any potential for cash losses.

Introduction to Nonprofit Organizations

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Basic*   ***Credits:*** *1*

Description:
  This session will include a brief group discussion on how nonprofit organizations
  differ from for-profit entities, including the fact that they are mission driven, utilize
  volunteer support, rely on donations, and are typically tax-exempt.

Monitoring the Effectiveness of Your Non-Profit Organization

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Advanced*   ***Credits:*** *1*

Description: *See course listing under Track 2: Management*

Nonprofit Organizations—Yes, They are Different!

Key Competency: *This course fills the Fiscal Responsibility requirement.*
Level: *Advanced*   ***Credits:*** *1*

Description:
  This session will include a review of the key characteristics of non-profit
  organizations, including financial statement differences, IRS reporting
  requirements, governmental audit reporting requirements (Yellow Book and A-133)
  and significant changes in financial reporting requirements that have occurred in
  the most recent year.

MORE INFORMATION

For More Information and Center FAQs

Visit: www.mowaa.org/center

For a Current Calendar of Upcoming Events

Visit: www.mowaa.org/calendar

CONTACT US

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