Encore!Hartford 2016
CLASSROOM EXPERIENCE OVERVIEW
Dear Encore!Hartford Fellows,

Welcome.

You have been selected from a strong group of applicants to join the 2016 class of Encore!Hartford. You have been chosen for your skills and your passion. You all have had exemplary careers in the private sector, and are now seeking to bridge your experience and skills into successful encore careers in the nonprofit sector. We seek to help you accomplish that goal.

The key word in all our work over the next four months is *transition*. You are experienced managers and professionals. You will learn fundamentals of nonprofit management that are different than for-profit practices: such as accounting, governance, planning and development. But, you will also recognize practices that are transferable to the sector from your prior work experience.

You cannot learn all the details of nonprofit operations in four months. What we will strive to provide you is a solid base of knowledge and a reflective process, in which you can learn best practices in nonprofit management and provide a foundation for matching your skills and experience to dynamic careers in the nonprofit sector.

This guide overviews the learning goals and key logistics for the classroom sessions of Encore!Hartford. Your two-month fellowship will be developed and outlined over the next month.

Welcome to the journey.

Our best,

[Signatures]

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Key Contact Information

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## Encore!Hartford
### 2016 Schedule at a Glance

Classes Meet from 8:30 am to 12:30 pm, unless otherwise indicated/notified

<table>
<thead>
<tr>
<th>WEEK</th>
<th>CLASS DATE</th>
<th>CLASSROOM TRAINING</th>
<th>CLASS SITES</th>
<th>PRESENTERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3/3</td>
<td>Session 1: Introduction to the Nonprofit Sector and Bridging to an Encore Career</td>
<td>The Village for Families and Children TR Auditorium 1680 Albany Avenue Hartford</td>
<td>UConn and Leadership Greater Hartford Staff, CT Nonprofit Leaders and Encore!Hartford alumni</td>
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<tr>
<td>2</td>
<td>3/8</td>
<td>Session 2: Enhancing Self-Awareness: Understanding the Gifts You Can Bring to the Organization</td>
<td>The Village for Families and Children (Same location as above)</td>
<td>Doe Hentschel, Leadership Greater Hartford</td>
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<td></td>
<td>3/10</td>
<td>Session 3: Leading Nonprofits: Five Practices You Can Learn</td>
<td>AARP CT 21 Oak Street, Suite 104 Hartford</td>
<td>Ted Carroll, Leadership Greater Hartford</td>
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<td>3</td>
<td>3/15</td>
<td>Session 4: Creating a Nonprofit Resume and Job Search Action Plan</td>
<td>Oak Hill/NEAT 120 Holcomb Street Hartford</td>
<td>David Garvey, UConn and Ann Thomas, Nonprofit Consultant</td>
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<td></td>
<td>3/17</td>
<td>Session 5: Governing Nonprofits: Understanding the Role of the Board of Directors</td>
<td>Women’s League Child Development Center 1695 Main Street Hartford</td>
<td>Jack Horak, Reid &amp; Riege, P.C. and Dorothy Paleologos, NetMark Associates, Inc.</td>
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<td>4</td>
<td>3/22</td>
<td>Session 6: The Nonprofit Networking Experience</td>
<td>CT Community Nonprofit Alliance (formerly CT Association of Nonprofits) 75 Charter Oak Avenue Suite 1 – 100 Hartford</td>
<td>Katy Bannister, Leadership Greater Hartford, Encore!Hartford Alumni and CT Nonprofit Leaders</td>
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<tr>
<td></td>
<td>3/24</td>
<td>Session 7: Mock Interviews: Practice, Tips and Techniques</td>
<td>UConn Greater Hartford Campus School of Social Work, Rm 203 1789 Asylum Avenue West Hartford</td>
<td>Tony Harrington and Career Agents/Coaches, American Job Center</td>
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<td></td>
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<td>Class Meets 8:30 am to 2:30 pm</td>
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<td>5</td>
<td>3/29</td>
<td>Session 8: Nonprofit Strategic Planning: Building Strategy Around Mission</td>
<td>Chrysalis Center, Inc. 255 Homestead Avenue Hartford</td>
<td>David Garvey, UConn and David Nee, Social Impact Exchange</td>
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<td>3/31</td>
<td>Session 9: Results-Based Accountability and Outcomes – Measuring Success</td>
<td>Jewish Family Services 333 Bloomfield Avenue Suite A West Hartford</td>
<td>Bennett Pudlin, Charter Oak Group</td>
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<tr>
<td>3/25</td>
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<td>Resumes to Ann Thomas</td>
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| Week | Date  | Session 10: Strategic Collaborations and Working Across the Generations | Foodshare  
450 Woodland Avenue  
Bloomfield  
David Garvey and Linda Friedman, UConn  
|--------|--------|------------------------------------------------------------------------|--------------------------------------------------|
| 6      | 4/5    | Session 11: Ethics, Transparency and Accountability for Nonprofits     | Avery Heights Retirement Community  
705 New Britain Avenue  
Hartford  
Priya Morganstern, Pro Bono Partnership  
| 4/7    |        |                                                                        |                                                  |
| 4/8    |        | Small Group Resume Review and Job Search Action Plan Meetings           | UConn Greater Hartford Campus  
1800 Asylum Avenue, Library Bld.  
West Hartford  
Ann Thomas, Nonprofit Consultant  
| 4/12   |        |                                                                        |                                                  |
| 4/14   |        |                                                                        |                                                  |
| 7      | 4/12   | Session 12: Fundamentals of Nonprofit Financials                        | YWCA Hartford  
135 Broad Street  
Hartford  
Mike Burns, BWB Solutions  
| 4/14   |        |                                                                        |                                                  |
| 8      | Week of 4/18 | Encore Fellowship Begins                                                   |                                                  |
| 9      | Week of 4/25 | Working at Fellowship                                                   |                                                  |
| 4/26   |        | Session 13: Fund Development Principles and Practice with Scot Scala, Scala & Associates | Hands On Hartford  
55 Bartholomew Avenue  
Hartford  
Peter Phillips, Nonprofit Consultant  
| 4/28   |        | Encore Fellow Discussion and Touch Base                                 | UConn Greater Hartford Campus  
1800 Asylum Avenue, Library Bld.  
West Hartford  
| 10     | Week of 5/2 | Working at Fellowship                                                   |                                                  |
| 5/2    |        | Small Group Resume Review and Job Search Action Plan Meetings with Ann Thomas | UConn Greater Hartford Campus  
1800 Asylum Avenue, Library Bld.  
West Hartford  
| 11     | Week of 5/9 | Working at Fellowship                                                   |                                                  |
| 12     | Week of 5/16  | Working at Fellowship                                                   |                                                  |
| 5/17   |        | Session 14: Winning Grant Writing Skills I with Scot Scala, Scala & Associates | UConn Greater Hartford Campus  
1800 Asylum Avenue IT Center  
Rm 116  
West Hartford  
| 5/20   | (Fri)    | Session 15: Winning Grant Writing Skills II with Scot Scala, Scala & Associates | UConn Greater Hartford Campus  
(Same location as above)  
<p>| 8:30 am to 3:30 pm | Both classes 8:30 am to 3:30 pm                                      |                                                  |</p>
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<tr>
<th>Week</th>
<th>Event</th>
<th>Location</th>
<th>Notes</th>
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<tr>
<td>13</td>
<td><strong>Week of 5/23</strong></td>
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<tr>
<td>5/24</td>
<td>Working at Fellowship</td>
<td>UConn Greater Hartford Campus</td>
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<td>Encore Fellow Discussion and Touch Base</td>
<td>1800 Asylum Avenue, Library Bld. West Hartford</td>
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<td>14</td>
<td><strong>Week of 5/30</strong></td>
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<tr>
<td>6/1 (Wed)</td>
<td>Working at Fellowship (Memorial Day – 5/30)</td>
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<td>Session 16: Harnessing the Power of Social</td>
<td>1429 Park Street, Suite 114</td>
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<td>Media with Marty Rotblatt, Association</td>
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<td>Resources, Inc.</td>
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<td>15</td>
<td><strong>Week of 6/6</strong></td>
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<tr>
<td>6/9</td>
<td>Working at Fellowship</td>
<td>UConn Greater Hartford Campus</td>
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<td></td>
<td>Encore Fellow Discussion and Touch Base</td>
<td>1800 Asylum Avenue, Library Bld. West Hartford</td>
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<tr>
<td>16</td>
<td><strong>Week of 6/13</strong></td>
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<tr>
<td>6/16</td>
<td>Fellowship Ends</td>
<td>UConn School of Social Work, Zachs Community Room 1789 Asylum Avenue West Hartford</td>
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<td>July-Nov.</td>
<td>TBA Job Search Action Plan Touch-base Meetings</td>
<td>TBA</td>
<td>Linda Friedman and David Garvey, UConn</td>
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<td>(Once a month.)</td>
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**Required Reading**


Class Times

- All classes are held on Tuesdays and Thursdays from 8:30 am – 12:30 pm, unless otherwise indicated/notified.
- Nonprofit organization host executive director Q&A and facility tour are from 11:30 am to 12:30 pm, unless otherwise indicated/notified.

The Sessions

Session One: March 3, 2016
Topic: Introduction to the Nonprofit Sector and Bridging to an Encore Career
Location: The Village for Families and Children
1680 Albany Avenue, Hartford
860-236-4511

With

- David Garvey, Director, UConn Nonprofit Leadership Program
- Linda Friedman, Program Director, UConn Nonprofit Leadership Program
- Doe Hentschel, Vice President, Leadership Greater Hartford
- Mae Maloney, Program Director, Leadership Greater Hartford
- Wendy Gamba, Chief Financial Officer, Capital Workforce Partners
- Ann Thomas, Nonprofit Career Consultant
- Cathy Bergstrom, Director of Community Engagement, Jewish Family Services (Encore! Hartford 2013)
- Tony Harrington, Re-Employment Coach, American Job Center

Learning Goals and Key Logistics

1. Welcome
2. Overview of expectations and goals of Encore!Hartford
3. Getting to know each other
4. Introduction to the Nonprofit Sector
5. Introduction to Enneagram Personality Type and Assignment
6. Introduction to Resume Development and Assignment
7. Bridger Panel - Life on the Other Side – and Speed Interviews with:
   - Rebekah Castagno, Manager, Emerging Leaders Society (Encore!Hartford 2011)
   - Bruce Dixon, Chief Executive Officer, Catalyst Powering Educational Performance (CPEP)
   - Cathy Bergstrom, Director of Community Engagement, Jewish Family Services (Encore!Hartford 2013)
   - Mike Fournier, Chief Financial Officer, YWCA Hartford Region (Encore!Hartford 2014)

Session Two: March 8, 2016
Topic: Enhancing Self-Awareness: Understanding the Gifts You Can Bring to the Organization
Location: The Village for Families and Children
1680 Albany Avenue, Hartford
860-236-4511
Learning Goals and Key Logistics
1. Develop an understanding of your individual Enneagram personality type and the leadership style each type contributes in the workplace
2. Gain an understanding of the paths of development and growth to enhance your effectiveness
3. Q&A with Executive Leadership, the Village for Families and Children

Session Three: March 10, 2016
Topic: Leading Nonprofits: Five Practices You Can Learn
Location: AARP CT
21 Oak Street, Suite 104, Hartford
860-547-5000

Learning Goals and Key Logistics
1. Current challenges of leadership and managing in the nonprofit sector
2. Understanding Kouzes and Posner’s Five Practices of Exemplary Leadership
   - Modeling the way
   - Inspire a shared vision
   - Challenge the process
   - Enable others to act
   - Encourage the heart
   and how those practices can be effective guides in nonprofit organizational leadership
3. Fellows completion of a Leadership Practice Inventory and scoring themselves on each of the five practices
4. DVD, Everyday Creativity, will be shown and will serve to stimulate class discussion on the applicability of the core concepts to leadership careers in the nonprofit sector
5. Reflection of leadership practice scores and their relevance to how the Encore!Hartford Fellow approaches nonprofit organizational life and management
6. Q&A with Nora Duncan, Executive Director, AARP CT

Session Four: March 15, 2016
Topic: Creating a Nonprofit Resume and Job Search Action Plan
Location: NEAT @ Oak Hill
120 Holcomb Street, Hartford
866-526-4492

With
- David Garvey, Director, UConn Nonprofit Leadership Program
- Ann Thomas, Nonprofit Career Consultant
Learning Goals and Key Logistics
1. Developing a Nonprofit Job Search Action Plan
2. The nonprofit resume
3. Resume exchange – gaining from the input of others
4. Cover letters – tips and techniques
5. Q&A with Bruce Stovall, Vice President, Oak Hill

Session Five: March 17, 2016
Topic: Governing Nonprofits: Understanding the Role of the Board of Directors
Location: Women’s League Child Development Center
1695 Main Street, Hartford
860-524-5969

With
• Dorothy Paleologos, Principal, NetMark Associates
• Jack Horak, Esq., Partner, Reid and Riege, P.C.

Learning Goals and Key Logistics
1. Understanding the difference in nonprofit vs. for-profit board duties and objectives
2. Understanding the role of the board member
3. Understanding legal governance issues
4. Understanding how to create a peak performance board
   Specific foci:
   • The nuts and bolts of nonprofit board of director service/fiduciary duty
   • How the board works with the staff
   • Board stages – where you are vs. where you need to be
   • Getting the right people on the bus
   • Creating a continuous improvement culture
5. Q&A with Iris Rich, Executive Director, Women’s League and Facility Tour

Session Six: March 22, 2016
Topic: The Nonprofit Networking Experience
Location: CT Community Nonprofit Alliance (formerly CT Association of Nonprofits)
75 Charter Oak Avenue, Suite 1-100, Hartford
860-525-5080

With
• Katy Bannister, Senior Director, Development and Membership, Leadership Greater Hartford
• Ann Thomas, Nonprofit Career Consultant
• Encore!Hartford Alumni & Recognized Leaders of Connecticut Nonprofit Organizations

Learning Goals and Key Logistics
1. Develop networking skills and enhance your understanding of the purposes networking can serve
2. Tips on networking and how to make it work for you
3. Simulation networking exercise
4. Q&A with Executive Leadership of CT Community Nonprofit Alliance
Session Seven: March 24, 2016
Topic: Mock Interviews: Practice, Tips and Techniques
Location: UConn Greater Hartford Campus
         School of Social Work, Rm 203
         1789 Asylum Avenue, West Hartford
Hours: Please Note: Session will be held from 8:30 am to 2:30 pm

With
• Tony Harrington, Re-Employment Coach and Career Agents/Coaches, American Job Center

Learning Goals and Key Logistics
1. Focus on advanced-level tips and techniques
2. Development and delivery of STAR stories
3. Communicating the value of your strengths using Feature/Benefit Statements
4. Review of the Four Key Job Seeker Questions and integration of their answers into your professional marketing strategy for interviewing
5. Practice interviews

Session Eight: March 29, 2016
Topic: Nonprofit Strategic Planning: Building Strategy Around Mission
Location: Chrysalis Center, Inc.
         255 Homestead Avenue, Hartford
         860-263-4400

With
• David Nee, Consultant, Social Impact Exchange
• David Garvey, Director, UConn Nonprofit Leadership Program

Learning Goals and Key Logistics
1. Considering how you approach organizational change and nonprofit strategic planning
2. Open format discussion for best practices of introducing change in the nonprofit context
3. How RBA impacts strategic planning at all levels of the organization
4. Nonprofit organizational life cycle’s impact on strategic planning
5. Q&A with Maryellen Shuckerow, Chief Development Officer, Chrysalis Center and Facility Tour

Session Nine: March 31, 2016
Topic: Results-Based Accountability and Outcomes – Measuring Success
Location: Jewish Family Services
         333 Bloomfield Avenue, 1st Floor Board Room, West Hartford
         860-236-1927

With
• Bennett Pudlin, Director, The Charter Oak Group
Learning Goals and Key Logistics
1. An understanding of why Connecticut General Assembly Appropriations Committee has embraced results-based accountability and how that impacts nonprofit sector funding and outcome tracking methods
2. The core practices of results-based accountability
   - Who are our customers? (Stakeholders)
   - How can we measure if our customers/clients are better off? (Performance Measure)
   - How can we measure if we are delivering service well?
   - How are we doing on the most important of these measures? (Where have we been and where are we headed?)
   - Who are the partners who have a potential role to play in doing better?
   - What works to do better, including no cost and low cost ideas, to get us above baseline?
   - What do we propose to do? (Strategies)
3. Concept of turning the curve
4. Reflection of when RBA-like practices have worked in their prior corporate experience, and relevance to the nonprofit sector
5. Q&A with Cathy Bergstrom, Director of Community Engagement, Jewish Family Services

Session Ten: April 5, 2016
Topic: Strategic Collaborations and Working Across the Generations
Location: Foodshare
450 Woodland Avenue, Bloomfield
860-286-9999
With
- David Garvey, Director, UConn Nonprofit Leadership Program
- Linda Friedman, Program Director, UConn Nonprofit Leadership Program

Learning Goals and Key Logistics
1. Learn how organizational needs change as a nonprofit evolves
2. Learn core essentials for effective nonprofit collaborations (strategic partnerships)
3. Increase awareness and understanding of the valued contributions each generation brings to the workplace
4. Receive a broad definition of the 4 generations noting similarities and differences
5. Learn strategies for effectively working together
6. Q&A with Executive Leadership at Foodshare and Facility Tour

Session Eleven: April 7, 2016
Topic: Ethics, Transparency, and Accountability for Nonprofits
Location: Avery Heights Retirement Community
705 New Britain Avenue, Hartford
860-953-1201
With
- Priya Morganstern, Esq., Hartford Program Director, Pro Bono Partnership
Learning Goals and Key Logistics
1. Discuss best practices in the areas of transparency, accountability and ethics
2. How to best operate our nonprofits in a trustworthy way
3. Topics to be covered include:
   - Learning applicable state and federal rules that promote accountability, including disclosure and reporting obligations
   - The role of the board at nonprofits
   - Organizational policies, such as conflict of interests and whistleblower policies, that foster accountability
   - Nonprofit oversight and watch-dog agencies
4. Q&A with Patrick Gilland, Chief Operating Officer, Avery Heights Retirement Community

Session Twelve: April 12, 2016
Topic: Fundamentals of Nonprofit Financials
Location: YWCA Hartford
135 Broad Street, Hartford
860-525-1163

With
- Mike Burns, Principal, BWB Solutions

Learning Goals and Key Logistics
1. How is nonprofit budgeting and accounting different from for-profit methods?
2. Key fundamentals of nonprofit accounting and budgeting
3. How chosen nonprofit budgeting and accounting methods influence strategic planning, outcome measurement and management of the financial health of the nonprofit
4. Topics to be covered include
   - GAP: Generally accepted accounting principles
   - Accounting for contributions
   - Program vs. indirect costs
   - Financial reporting and the nonprofit audit
5. Q&A with Deb Ullman, Chief Executive Officer, YWCA

Session Thirteen: April 26, 2016
Topic: Fund Development Principles and Practice
Location: Hands On Hartford
55 Bartholomew Avenue, Hartford
860 728 3201

With
- Scot Scala, President and Senior Consultant, Scala & Associates

Learning Goals and Key Logistics
1. An understanding of the core structures and methods of funding nonprofit organizations including:
a. Private philanthropic giving from the $25 gifts to major giving strategies
b. Government grants
c. Government contracting
d. Fee-for-service and the use and role of commercial ventures to support a nonprofit’s mission (social entrepreneurship)

2. Understanding the core best practices for developing a fund development plan for a nonprofit that uses the proper mix of some or all of the above tactics into a sound income strategy that meets the long-term economic needs of the nonprofit organization and/or project

3. Q&A with Barbara Shaw, Executive Director, Hands On Hartford and Facility Tour

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Session Fourteen: May 17, 2016
Session Fifteen: May 20, 2016
Topic: Winning Grant Writing Skills I and II
Location: University of Connecticut Greater Hartford Campus
           IT Center, Lab, Room 116
           1800 Asylum Avenue, West Hartford

Hours: Please Note: Classes will be held from 8:30 am to 3:30 pm

With
- Scot Scala, President and Senior Consultant, Scala & Associates

**Learning Goals and Key Logistics**
1. Understand the specific reasons to seek funding through grants
2. Understand how to effectively and efficiently research grant funding opportunities
3. Learn how to cultivate and sustain relationships with grant-making organizations
4. Discuss the methods by which proposals are submitted
5. Effectively developing the project idea
6. Learn the six components of the proposal development process
7. Learn the definitions of and differences between goals, objectives and outcomes
8. Put knowledge into practice, as you work in a team environment to develop a letter of intent
9. Take on the role of reviewer, as you evaluate the effectiveness of another team’s grant pitch

Session Sixteen: June 1, 2016
Topic: Harnessing the Power of Social Media
Location: reSET
         1429 Park Street, Suite 114, Hartford
         860-560-9120

With
- Marty Rotblatt, President and CEO, Association Resources, Inc.
Learning Goals and Key Logistics
1. Learn the history of social media
2. Understand key statistics and their use
3. Become aware of the role that social media does/can play in the nonprofit sector
4. Find out what you need to know about social media to be a more successful job candidate
5. Review of pre-session survey results
6. Defining and measuring metrics
7. Q & A with Kate Emery, Executive Director, re-SET and Facility Tour

Encore Fellow Group Meetings
During your fellowship we will be holding touch base meetings to see how you are doing with your projects and to check in with you on your networking opportunities.

Dates: April 28, May 24, and June 9, 2016
Location: University of Connecticut Greater Hartford Campus
1800 Asylum Avenue, Library Building, West Hartford
Time: To be determined
With: David Garvey and Linda Friedman, UConn

Graduation Celebration
Date: Thursday, June 16, 2016
Location: UConn School of Social Work,
Zachs Community Room
1789 Asylum Avenue, West Hartford
Time: 5:00-6:30 pm

Small Group Resume Review and Job Search Action Plan Meetings
We will be holding small group sessions on April 8, April 14 and the week of May 2, 2016 as needed (each Encore!Hartford Fellow is asked to attend one group session) facilitated by Ann Thomas, Nonprofit Consultant providing constructive comments and suggestions on individual resumes. The small groups of 4 to 5 will have the opportunity to share their resumes and gain valuable feedback from each other. Dates, times and location to be determined.

After Graduation Job Search Action Plan Touch Base Meetings
We will continue to meet with group members once a month from July through December, 2016 to review job search progress and provide support as you work through your action plans. Dates, times and location to be determined.

Please note this is a general guide to give you a sense of our learning goals. Content and focus may adjust based on class needs and new opportunities.