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LIBRARY
OF MODULES

CHRISTIAN LEADERSHIP
ALLIANCE

Library of Online Modules

Christian Leadership Alliance (CLA) is a premier provider of innovative, biblically-based educational resources for today's Christian leader. This CLA library contains in-depth online modules developed by thought leaders and frontline experts in Christian nonprofit leadership.

Tracks covered include:

- Executive Leadership
- Resource Development
- Financial Management
- People Management & Care
- Marketing & Communications
- Internet & Technology
- And Board Governance

We also offer three comprehensive, multi-disciplinary Credentialed Christian Nonprofit Leader (CCNL) modules*:

- CCNL Leadership (Executive Leadership / Board Governance)
- CCNL Stewardship (Finance / Tax & Legal / People Management & Care)
- CCNL Relationship (Marketing & Communications / Internet Technology / Resource Development)

*CCNL Credential: These three CCNL modules are **required** for those participating in CLA's CCNL program. *(All online modules count towards CCNL credit)*. Learn more about CLA's professional credential program at www.christianleadershipalliance.org/CCNL

Certificate Program: CLA also offers an Outcomes Academy Certificate program. These certificates are available to any individual who completes 100 points (5 modules) in a given field of study. Learn more at www.christianleadership alliance.org/certificate-program.

All modules in this CLA Library are offered on a state-of-the-art platform developed by Azusa Pacific University College, and are facilitated by frontline practitioners and issue experts. Modules run for 10 consecutive weeks and the content is covered in five, two-week sessions. Each two-week session includes: A reflection, assigned reading, review of an interactive presentation, group discussions, and a written reflection on the content covered. The group interaction and facilitator feedback, combined with online access, makes this a vibrant and cost-effective way to learn.

There are Two Ways to Access Sessions from CLA's Library of Online Modules

1. Outcomes Academy (Online) — CLA Quarterly Modules

Each quarter (Winter, Spring, Summer and Fall) CLA offers select modules from various disciplines from this Library of Online Modules. This a powerful way for participants to continue their professional education, while joining in shared learning with other Christian leaders from across the nation, and around the world.

Registration fee for an online module, per individual:

CLA members: $359

CLA Non-members: $559

2. Outcomes Academy (Online) — Exclusive Module Selection

CLA's Exclusive Module Selection program allows CLA member organizations (Platinum, Gold, Silver) to select any module from this Library of Online Modules to be launched as an exclusive module for staff of their organization. Any staff member of that CLA member organization may participate. CLA simply requires that a member organization participating in the Exclusive Module Selection program provide a full cohort of 8 or more participants. CLA will provide an expert facilitator for the module. Modules offered in the Exclusive Module Selection program are launched on the same Winter, Spring, Summer and Fall schedule as the Outcomes Academy (Online.)

This is a great way to build team unity, studying together online, and furthering the conversations in team discussions at work.

To get pricing or to learn more about setting up a CLA Exclusive Module Selection for your team, contact Heather McCulloch of CLA at (949) 487-0900, ext. 219, or heather.mcculloch@christianleadershipalliance.org.

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CHRISTIAN LEADERSHIP
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EXECUTIVE LEADERSHIP **10 Modules**

Leadership Basics:
Know Your Leadership Style (CLAL101)

Content Contributor: Mark L. Vincent, Ph.D., CCNL, CEO/Senior Design Partner, Design Group International

Module Overview: What is your leadership style? In this module, we will explore leadership basics, assessing your leadership style in comparison to major leadership models. You'll form your own personal definition of leadership, drawing from biblical understandings of both discipleship and leadership. We will consider whether leaders are born, made or called — and define which leadership characteristics might fall into which category. This module will also introduce you to the Steward Leader model of Christian leadership, in both theory and practice. We will explore how the Steward Leader model fits within the spectrum of leadership models and theory. This module will help you to wisely examine your own leadership journey, as you work through the complexities of leadership and practically apply the Steward Leader model.

◎ Learning Objectives:

- Consider whether leaders are born, made or called, and which leadership characteristics fall into which categories

- Assess your own leadership style in comparison to the major styles of leadership

- Form a personal definition of leadership

- Work through complexities and paradoxes inherent in serving as a leader

- Learn about the Steward Leader model: the origin of the concept, its biblical basis and how it might be incorporated into your definition of leadership

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EXECUTIVE LEADERSHIP

Biblical Foundations of Executive Leadership (CLAL102)

Content Contributor: Mark L. Vincent, Ph.D., CCNL, CEO/Senior Design Partner, Design Group International

Module Overview: This module introduces the biblical foundations of executive leadership. It explores biblical heroes and heroines who serve as insightful models of leadership, and examines Scriptural passages in which God praises a leader, particularly for their leadership behavior. We will consider the biblical motif of the leader as a steward, and reflect on Scriptures linking leaders to the organizations they serve. We will explore Jesus' own words on leadership. This module invites leaders to do their own work of biblical reflection on the subject of executive leadership, moving beyond what others have said they should think to determine what they think personally. Finally, leaders will be asked to draw one key lesson from each session that points to next steps in their journey.

◎ Learning Objectives:

- Identify and learn from a biblical hero or heroine with whom the leader identifies

- Review biblical passages where God praises a leader: Comforting? Challenging?

- Understand the theological concept of the leader as a steward, one managing a trust rather than functioning as an owner

- Examine why Scripture does not separate the individual from the organization and its mission in the way Western culture does

- Visit Jesus' words about leadership, and compare the leader's life

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EXECUTIVE LEADERSHIP

The Steward Leader (CLAL103)

Content Contributor: Mark L. Vincent, Ph.D., CCNL, CEO/Senior Design Partner, Design Group International

Module Overview: What does it mean to be a Steward Leader? In this module you will be introduced to the Steward Leader model of Christian leadership, in both theory and practice. This module will explain why it is an advance in leadership theory and practice, while drawing extensively from biblical understandings of both discipleship and leadership. We will define the core question the Steward Leader model seeks to answer, and explore how it fits within the spectrum of leadership models and theory. Most importantly, this module will help you examine your own leadership journey, and practically apply the Steward Leader model. At the end of this module you will be able to articulate your own understanding of what it means to be a Steward Leader.

◎ Learning Objectives:

- Demonstrate the ability to articulate the key question a Steward Leader seeks to answer

- Gain an understanding of the foundation of the Steward Leader

- Understand where the Steward Leader model fits with other leadership theory and models

- Reflect on where the student is in the journey of becoming and acting as a Steward Leader

- Be able to implement the Steward Leadership model utilizing an accompanying set of tools

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EXECUTIVE LEADERSHIP

The Role of Money in Your Organization (CLAL104)

Content Contributor: Mark L. Vincent, Ph.D., CCNL, CEO/Senior Design Partner, Design Group International

Module Overview: This module prepares executive leaders to navigate the role of money in organizational life. Typically, executive leaders have extensive background in finance, or none at all. Those with none tend to avoid money responsibility, hoping others carry the day. Those with financial backgrounds often see numbers alone, failing to understand the intersection of human capital and economic behavior. This module helps navigate the bridge between numbers and people. We will focus on the place of money in decision making, the relationship between time and money, and how to communicate well when money is involved. We will also explore how to lead teams in making wise economic decisions, and how a leader's personal money life impacts how they lead an organization.

◎ Learning Objectives:

- Identifying the place of a leader's own financial well-being in relation to their organization

- Increasing one's ability to manage from income rather than expense

- Increasing one's ability to manage from the economy of time rather than money alone

- Improving one's ability to lead teams in economic decision making

- Strengthening public communication where money is involved

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EXECUTIVE LEADERSHIP

Managing the CEO/Board Relationship Well (CLAL105)

Content Contributor: Mark L. Vincent, Ph.D., CCNL, CEO/Senior Design Partner, Design Group International

Module Overview: This module prepares executive leaders to enter into or strengthen a healthy working relationship with the board of the organization they serve. Often, executive and board relationships fail to exhibit a proper mix of using power appropriately, governing well, effectively establishing and monitoring executive and organizational effectiveness, and handling executive transition. Both the board and the executive bear responsibility in managing these items well. This module will explore the executive and board relationship in light of serving as stewards of the organization and its mission. Each session concludes with a reflection assignment that becomes an educational tool for the ongoing development of executives and their boards. Topics will include building the board/executive relationship, sharing power appropriately, recruiting board members, fundraising and executive transition/succession.

◎ Learning Objectives:

- Equip the executive to map and utilize the assets available within the board
- Provide an up-to-date understanding of the complementariness of the board and executive roles
- Establish the importance of, and methods for, board recruitment, board development and board succession
- Define and put boundaries around fundraising responsibilities for the board and executive
- Demonstrate the value of well-executed executive transition and succession

EXECUTIVE LEADERSHIP

TrueFaced, High-Trust Leadership (CLAL106)

Content Contributor: Dr. Bruce McNicol, John Lynch, Bill Thrall, Truefaced

Module Overview: This module is designed to provide leaders of businesses, churches, Christian nonprofit ministries, educational institutions and other professional fields a better understanding of leading out of our identity in Christ as we foster High Trust cultures. It will offer a biblically based character model that introduces the foundations of leading High Trust Cultures. We will explore unresolved life issues, primary motivations, humility in a leader, and how Jesus stands with us in our character development for the benefit of those we serve. Upon completion, the participant will understand how to lead not out of capacity, but out of character, rooted in a practical theology of grace.

◎ Learning Objectives:

- To help leaders better understand the effects of unresolved life issues on themselves and their key relationships

- To unearth the primary motivations that form our worldviews as leaders

- To examine what motivates us to hide our true faces as leaders

- To explore who we are really, and why humility is so vital for leaders

- To define how we can lead not out of capacity but out of character rooted in a practical theology of grace

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EXECUTIVE LEADERSHIP

Lead Like Jesus (CLAL107)

Content Contributor: Patricia K. Krohmer, Vice President, Relationship Management and Master Trainer, Lead Like Jesus

Module Overview: This module is designed to help the participant learn what is needed to develop the heart, head, hands and habits of a godly servant leader with Jesus as the model. The readings, videos, and other materials are designed to help the participant uncover what might be keeping him/her from realizing full leadership potential while helping develop those skills and habits needed to become a servant leader. Lead Like Jesus' definition of leadership says that "anytime you influence the thinking, behavior or development of another person you are engaging in leadership." So whether you are a stay-at-home parent, a teacher, a CEO, an administrative professional, an electrician, a nurse, a coach or church leader, you are influencing the lives of others and that makes YOU a leader!

◎ **Learning Objectives:**

- Develop insight into the transformational cycle of leadership, and gain a better understanding of being a godly servant leader
- Understand how to develop the heart of a godly servant leader
- Understand how to develop the head of a godly servant leader
- Understand how to develop the hands of a godly servant leader
- Understand how to develop the habits of a godly servant leader

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EXECUTIVE LEADERSHIP

Applying the 5 Languages of Appreciation in Your Workplace (CLAL108)

Content Contributor: Paul White, PhD., President, Appreciation at Work

Module Overview: Every member of your team wants to be valued and appreciated. This module examines the importance of individuals on your team feeling truly appreciated in their work setting, and offer ways to clearly and convincingly express appreciation in the workplace. We will examine the negative impact of a work culture that doesn't communicate value to employees. Then utilizing The 5 Languages of Appreciation in the Workplace and related resources, this module offers supervisors, directors and employees of nonprofit organizations a better understanding of authentic appreciation, including how to communicate appreciation effectively and how to overcome common obstacles to implementing these proven principles.

◎ Learning Objectives:

- Learn to better identify and articulate the negative results in organizations which occur when managers, employees and volunteers do not feel truly valued by their colleagues

- Differentiate between behaviorally-based employee recognition practices and character-based authentic appreciation, and provide Biblical support for the concept of appreciation in work-based relationships

- Describe the core components necessary for appreciation and encouragement to be effectively communicated in work based relationships

- Learn practical actions that can be implemented in current work relationships that will effectively communicate appreciation to team members and colleagues with the 5 Languages of Appreciation

- Identify the common challenges in applying the principles of appreciation and learn processes for overcoming obstacles to implementing these principles

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How to Form a Christ-Centered Nonprofit (CLAL109)

Content Contributor: ECFA

Module Overview: Nonprofit organizations can be excellent avenues for today's Christian leaders to utilize in carrying out the Great Commission. This module developed by experienced ECFA staff introduces leaders to the important benefits that may be available by conducting kingdom work through a Christ-centered nonprofit organization, including financial and other incentives to the ministry and its supporters. The course provides a simple, step-by-step overview of how to form a nonprofit as well as some of the ongoing legal, tax and financial issues associated with an organization's ongoing management. Finally, recognizing the biblical mandates of excellence and integrity from Christian leaders, the module concludes with considerations for instilling these values within the culture and everyday operations of a Christ-centered nonprofit.

◎ Learning Objectives:

- Consider how Christ-centered nonprofit organizations can be effective avenues for carrying out the work of the Great Commission

- Gain a better understanding of what nonprofit organizations are and how they operate

- Learn the basic process for creating a nonprofit organization at the state level and applying for recognition of federal tax-exempt status

- Explore some of the ongoing legal, tax and financial issues associated with operating a nonprofit organization

- Discover how to create a culture of integrity within a nonprofit and demonstrate that integrity to others

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EXECUTIVE LEADERSHIP

Build a Mentoring Culture (CLAL110)

Content Contributor: Dr. Elisabeth Selzer, Vice President, Mentor Education, The Uncommon Individual Foundation

Module Overview: This module will introduce and engage you with the powerful tool of mentoring. It will provide the tools needed to integrate mentoring into your personal development and discipleship efforts. It will help you to integrate mentoring into your organization to increase the effectiveness your emerging leaders. We will also explore how to successfully mentor people of different generations, genders, cultures and nationalities/globally. Upon completing this module you will understand why mentoring is critical to any organization's effectiveness, and know how to capitalize on the relational synergies and increased organizational effectiveness a mentoring culture creates. You will be able to not only implement mentoring in your personal life, but to also empower emerging leaders while enhancing the pursuit of organizational strategic goals.

◎ Learning Objectives:

- Understand the benefits of mentoring both for individuals and for organizations
- Be equipped to begin a mentoring initiative in your organization that includes both structured and unstructured elements
- Develop the basic skills needed for successful mentoring relationships
- Be prepared for challenges that may arise in a mentoring initiative due to generational, gender, culture or nationality diversity
- Empower emerging leaders

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RESOURCE DEVELOPMENT 6 Modules

Biblical Foundations of Development (CLAR101)

Content Contributor: R. Scott Rodin, Ph.D., President, The Stewards Journey

Module Overview: This module explores the challenges of raising money in a way that is consistent with core biblical teaching. We will examine the image of a sower as a way to understand the work of asking for money, and our responsibility to be generous givers. On a personal level, this module will also provide you with a basic overview of Scripture's teaching on money, and the implications of that teaching on how we earn, spend and give money. You will also be encouraged to develop personal spiritual disciplines to help as you carry out your calling to Christian development work, and your personal commitment to be a faithful steward.

◎ Learning Objectives:

- Articulate what the Bible says about money and how it applies to our life

- Understand and respond to the 'third' conversion necessary for every follower of Jesus, especially those of us involved in raising kingdom resources

- Understand what it means to be involved in raising funds for Christian work from a biblical perspective

- Identify key obstacles that stand in the way of successful Christian development work

- Develop a personal theology of money, giving and asking

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RESOURCE DEVELOPMENT

Fundamentals of Major Gift Fundraising (CLAR102)

Content Contributor: J. Paul Fridenmaker, Owner and Principal, Breakthru Consulting and Senior Director, Generosity Path

Module Overview: Major gift fundraising is a critical part of any nonprofit organization's portfolio, yet securing major gifts requires wise planning and implementation. This module is designed to introduce simple yet important principles to illustrate the fundamentals of major gift fundraising. This includes the sacredness of the task, and the deeply relational playfulness and fun of this work. Participants will have ten weeks of interaction with fellow colleagues, while engaging in reading and discussions built around the concepts presented in each session. Upon completion of this module you will be able to implement creative strategies and tactics for a successful major donor program in your organization.

◎ Learning Objectives:

- Gain a fresh and renewed confidence regarding the deeply relational ministry that one has with their major donors

- Implement practical action steps to upgrade your major donor program

- Create vital parts of a major donor program, such as your case for support, and fresh stories of transformation from your ministry

- Follow a stellar approach to networking that will increase the number of people you are in touch with for potential major gifts

- Develop new connections to colleagues who can stay in touch for mutual learning, networking, and encouragement

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RESOURCE DEVELOPMENT

Development Strategy and Planning (CLAR103)

Content Contributor: Shelley Cochrane, CCNL, Vice President, Douglas Shaw & Associates

Module Overview: Every development professional must be proficient in the essential skills and tools for effective development strategy and planning. This module is designed to provide the development professional with an understanding of the benefits and best practices of development strategy and planning. It explores the specific elements of strategy, and provides a guided process for evaluating an organization's current strategy. That includes a matrix and worksheet to evaluate and prioritize recommended changes to the strategy. You will also gain insight on specific steps for planning and execution that will directly enhance your organization's development initiatives. You will also learn how to measure and communicate results.

◎ **Learning Objectives:**

- Understand the specific components of a development strategy
- Increase the ability to evaluate the effectiveness of current development strategies
- Learn how to move from strategy to tactical planning
- Learn how to effectively implement a development plan
- Understand effective ways to measure and communicate results

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RESOURCE DEVELOPMENT

The Annual Fund: Securing Ongoing Donations (CLAR104)

Content Contributor: John B. Savage, EMBA, Partner & CEO, Artios Partners

Module Overview: Your nonprofit organization needs regular givers. The Annual Fund is the key that unlocks the door to ongoing donations, and consistent support from givers who believe in your kingdom cause. The Annual Fund comprises an array of development initiatives to secure regular giving to your organization. This module will provide emerging development professionals with a good understanding of the role of the Annual Fund in engaging and solidifying donor relationships as part of a diversified development program, and to equip them to take their program to the next level.

◎ Learning Objectives:

- Understand the key purpose and components of an Annual Fund

- Know the role the Annual Fund plays in a diversified development program

- Analyze the current state of the Annual Fund within your own organization/ministry

- Develop capability to design, build or improve an Annual Fund program

- Recognize the best sequence for rolling out the various components of an Annual Fund program — whether a solo shop or a growing development team

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RESOURCE DEVELOPMENT

Growing Grant Income (CLAR105)

Content Contributor: Amy Karjala, Director of Curriculum Design, Mission Increase Foundation

Module Overview: Grant income should be a part of your organization's development strategy. But do you know where to start? This module is designed to provide development professionals and ministry leaders with a solid understanding of the role grants can and should play in a ministry. It will equip you with the tools and experience to set up an efficient grants program, find potential grant opportunities, secure grants and develop lasting partnerships with foundations. It will also help you to develop a personal philosophy of transformational/biblical grant-seeking.

◎ **Learning Objectives:**

- Understand how to navigate the world of private foundations

- Be able to assess readiness and take next steps to ready an organization to pursue and more likely to receive grant funding

- Know the essentials of establishing and managing a grants program

- Be able to identify potential foundation partners, determine their fit with a ministry or project and initiate contact with them

- Understand the basics of proposal writing and be prepared to draft proposals

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RESOURCE DEVELOPMENT

Getting Major Gifts:
Planned & Noncash Giving (CLAR106)

Content Contributor: William High, CEO, National Christian Foundation, Heartland

Module Overview: This module is designed to provide participants with an overview of getting major gifts through planned and noncash giving. Doing so requires unique skills and understanding of the major donor mindset, including what triggers major gifts and how to open the conversation. This module will examine how to best serve donors in maximizing their giving, while also reducing their taxes. Participants will learn about different planned giving instruments, such as wills, trusts and annuities. They will also learn best practices associated with a variety of topics: the triggers to major planned gifts, good advice to give business owners about the sale of their business and suggestions linked to the wealth transfer.

◎ Learning Objectives:

- Develop a basic understanding of what the Bible says about legacy, both related to material wealth and spiritual riches

- Provide broad knowledge on planning instruments that enable people to maximize charitable giving from their estates while minimizing tax implications

- Communicate accurate information to constituents for establishing wills, trusts and annuities

- Articulate best practices regarding special circumstances associated with planned gifts

- Develop a list of questions to ask planned giving candidates to ensure each visit positions the leader to best help the steward accomplish kingdom objectives through their estate

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FINANCIAL MANAGEMENT **5 Modules**

Accounting Basics for Ministry Leaders **(CLAF101)**

Content Contributor: Vonna Laue, Managing Partner, CapinCrouse, LLP

Module Overview: Every nonprofit leader should have a basic understanding of the accounting roles and responsibilities within that organization. This basic accounting principles module is designed to provide an overview of how accounting is done for a ministry and the requirements for presenting financial information for the primary account balances. It is a high level perspective that will allow individuals throughout an organization to obtain a general understanding of accounting information.

◎ Learning Objectives:

- To introduce non-accountants to the basic accounting information contained on the balance sheet and income statement of a nonprofit organization

- To provide participants with a better understanding of the requirements for recording financial information and certain limitations that may apply

- To help those outside the accounting department be aware of how and why information is processed by the controller or bookkeeper

- To offer a general understanding of the accounting role and function within a nonprofit organization

- To help leaders to best interact with the accounting function within their organizations

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FINANCIAL MANAGEMENT

Protect Your Ministry's Finances (CLAF102)

Content Contributor: Vonna Laue, Managing Partner, CapinCrouse, LLP

Module Overview: Protecting your ministry's finances is vital. This module is designed to provide insight into the necessary internal controls an organization should have in place to protect its financial assets. It will also explore the signs and symptoms of fraud and an overview of an internal audit process. It will provide accounting department personnel a better understanding of possible weaknesses in their systems, fraud signals, and an overview of necessary controls. All participants will gain a better understanding of those vital protections, as well as the internal audit process.

◎ **Learning Objectives:**

- Learn from examples of fraud that have taken place in ministries and recognize the warning signs that can be monitored in your organization

- Understand ways that you can try to prevent fraud from occurring in your organization

- Recognize importance of risk management, learning how to identify risk and who should be involved in the process

- Provide wisdom on oversight and monitoring of internal controls and how that can be done in your ministry

- Know how to establish necessary internal controls for cash receipts, cash disbursements, payroll, and information technology areas

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FINANCIAL MANAGEMENT

Effective Financial Controllership (CLAF103)

Content Contributor: Vonna Laue, Managing Partner, CapinCrouse, LLP

Module Overview: This module is designed to provide insight into the accounting functions of the controller position in a ministry. In prior modules, we looked at the basics of individual accounting balances as well as internal controls. Those are the foundational accounting records for which the controller is responsible. This module builds upon those basics to get to a point of complete, and potentially audited, financial statements. Upon completion, you will be ready for financial audits because of your preparation for the audit throughout the year.

◎ Learning Objectives:

- A better understanding of the budget process including various methodologies and a new perspective to consider

- An overview of a variety of accounting topics that are unique to ministries

- An awareness of the importance of a well-structured and well-implemented monthly accounting closing process

- An improved awareness of information presented in financial statements as well as in the related footnote disclosures

- A reduced sense of apprehension about a financial audit due to better preparation for the audit itself and throughout the year

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FINANCIAL MANAGEMENT

Day-to-Day Financial Management (CLAF104)

Content Contributor: Vonna Laue, Managing Partner, CapinCrouse, LLP

Module Overview: This module is designed to provide insight into the day-to-day financial management aspects of a ministry accountant's responsibilities. We will discuss the proper policies and procedures to have in place which will help day-to-day financial management to be carried out more consistently, effectively and efficiently. We will examine how the needs and competencies of our accounting staff and find ways to better prepare them for their tasks. We will explore why "cash is king" in every organization, and how to manage it well. We will also examine how to manage expenses well, and where to find undiscovered savings. And finally, we will do a high level examination of things to consider related to investing ministry funds.

◎ Learning Objectives:

- To provide an overview of what to include in a procedures manual as well as many of the necessary policies that should be in place in an organization

- To provide an understanding of ways to manage an accounting department and the staff to achieve the best possible results

- To provide an awareness of possible cash and debt management scenarios and ideas to be considered in achieving the right situation for your ministry

- To provide an overview of possible areas for expense reduction that may not have been previously considered in your organization

- To consider what investing criteria and due diligence is necessary to effectively manage investment in a ministry setting

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FINANCIAL MANAGEMENT

Big Picture Financial Management (CLAF105)

Content Contributor: Vonna Laue, Managing Partner, CapinCrouse, LLP

Module Overview: This module is designed to help you think about "the big picture," role that accounting plays in the overall ministry. It will include insight on communicating finances with boards and committees, and how to best help the governing team to focus on what is important in the financial information they receive. It will review some of the most useful financial measurements for ministries as well as provide information related to "dashboard" reporting. We will explore what financial analysis in a ministry looks like, and how we can do that better. We will examine how to best consider the option of outsourcing. And finally, we will explore the ways that the accounting department connects to an organization's mission.

◎ Learning Objectives:

- To provide a better understanding of how boards function and how to provide meaningful financial information to them

- To provide an overview of various performance measurements that may be useful as well as how to implement a dashboard reporting system

- To provide a summary of ways to better analyze the financial information of your organization

- To provide tools to assess whether outsourcing may be a viable option for your ministry and if so, how to make it work well

- To appreciate how the accounting department of an organization is critical to the mission it strives to fulfill

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PEOPLE MANAGEMENT & CARE 5 Modules

Biblical Foundations for People Management & Care (CLAH101)

Content Contributor: John Baugus, Executive Director of Human Resources and Wendi Dykes, Assistant Professor, Department of Leadership and Organizational Psychology, Azusa Pacific University

Module Overview: This module will consider the unique call of a Christian leader in stewarding an organization's people, its "greatest asset." The module will cover a range of topics, including a Christian perspective on work, living out the New Testament's "one another's" in the workplace, the discipleship of employees, and key biblical examples of the importance of effective mobilization of human giftedness in furthering kingdom purposes.

◎ **Learning Objectives:**

- Develop a biblical theology of work and workers

- Discover tangible ways to live out and help others live out the New Testament's "one another's" in the workplace

- Learn how to be an effective "steward" of human resources and commit to doing so

- Grow in understanding of biblical examples of "people care"

- Become familiar with the foundational knowledge areas related to Human Resources for Christian leaders

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PEOPLE MANAGEMENT & CARE

Strategies for Acquiring and Retaining Talent (CLAH102)

Content Contributor: Cathie Cowie and Rhonda Kline, Owners/Principals, Alston-Kline, Inc.

Module Overview: This module will equip you to strategically acquire and retain the talented people your nonprofit organization needs. It will help you to develop and maintain a defined talent acquisition lifecycle process. It will explore talent sourcing in today's dramatically changing labor market, and how to recruit across generations and disciplinary backgrounds. Planning well is critical, and this module explores target planning that employs an aligned biblical framework for talent acquisition and targeting. It also examines critical HR issues like rewards, incentives and the importance of shared cultural values, as they are vital supports to employee performance and retention. Ultimately, a strong talent acquisition and retention program should result in high performance and continuous improvement throughout the organization.

◎ Learning Objectives:

- Greater understanding on how to build HR organizational competency in talent acquisition and retention strategies

- Knowledge in cutting edge approaches to talent sourcing, leading to creation of deep and wide talent pools in the changing labor market

- A clarified understanding of the talent acquisition lifecycle process

- Insights in how to leverage a total compensation philosophy and reward system to encourage people to engage and thrive

- Greater confidence in communicating to new employees their lifetime value and mutual responsibility to continued intentional growth and development

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Employment Law, Ethics & Employee Relations (CLAH103)

Content Contributor: Cathie Cowie and Rhonda Kline, Owners/Principals, Alston-Kline, Inc.

Module Overview: This module is filtered through the authority of biblical Christian ethics. It will explore the historical context of employment law and how today's laws impact Christian ministry staff decisions. Topics covered include workplace harassment and illegal discrimination. The module also covers ethical challenges HR departments must address in areas of confidentiality, privacy and challenging cultural changes. We will also cover how to handle employee terminations well. We will engage in difficult conversations, including when and how to conduct an ethics based investigation regarding someone on your staff.

We will learn together how to create HR policy that supports the sacred value of each person and provides the strongest potential for a collaborative work culture focused on faith and work.

◎ Learning Objectives:

- A historical context leading to current day understanding of labor law, the basics of wage and hour law, and how laws impact Christian ministries today

- An understanding of what constitutes and also can help prevent workplace harassment and illegal discrimination

- A comprehensive view of the ethical challenges HR professionals face in a ministry workforce, and a practical understanding of the steps to help protect confidentiality and privacy

- A clear step by step understanding of how to determine and conduct an employee termination, including how to process an internal investigation of employee conduct

- A practical understanding and process for how to develop policies and create relevant employee handbooks in a rapidly changing world

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PEOPLE MANAGEMENT & CARE

Employee Benefits and Rewards (CLAH104)

Content Contributor: Cathie Cowie and Rhonda Kline, Owners/Principals, Alston-Kline, Inc.

Module Overview: The employee benefits landscape is rapidly changing. It has been transformed by the escalating costs of benefits, coupled with legislative changes and new benefit options. Nonprofit employers must become more effective at easing benefits program administrative burdens, while providing continuous staff education regarding benefits offered. This module is designed to help participants to build organizational capability in planning, designing and providing affordable and responsible benefits for nonprofit ministry employees. Successful model plans for ministry will be explored as case studies. Rewards, incentives and Christian work cultural values will be reviewed as they pertain to Scriptural integrity of designed benefits. The module will also explore the positive impact that comes to a workplace culture when benefits and rewards are designed with people in mind.

◎ Learning Objectives:

- To explore mandated benefits and structuring benefit programs
- To explore the fundamentals of health and group benefits
- To explore income replacement benefits, including life insurance
- To explore the fundamentals of retirement plans
- To explore employee incentives and recognition

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Employee Development: The Key to Organizational Success (CLAH105)

Content Contributor: Cathie Cowie and Rhonda Kline, Owners/Principals, Alston-Kline, Inc.

Module Overview: Most nonprofit organizations don't pay enough attention to developing employees so that teams can reach the desired goals of the organization. Employee development is crucial not only for organizational effectiveness, but also for employee retention. It is vital for nonprofit organizations to create workplace cultures that increase staff engagement, adhere to strong team designs, and enact real world performance measures. Such cultures result in increased capacity and great work outcomes, while building an internal pipeline for succession. This module will acquaint you with successful practices for planning, designing and providing employee development. It also provides insight into the positive impact that comes to a nonprofit workplace culture when its people are developed with direct mission outcomes and impact in mind.

◎ Learning Objectives:

- To explore effective training, strategy & design for employee development
- To explore how to create healthy workplace culture, team design and employee development programs
- To explore how to become an intentional learning organization
- To explore how to implement performance management systems
- To explore how to succeed at succession planning

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MARKETING & COMMUNICATIONS 5 Modules

Build Your Brand Value (CLAM101)

Content Contributor: Steve Maegdlin, Founder/CEO, Executive Advisory Partners and Scott Appel, Founder, SYNKRO3

Module Overview: Branding is one of the most powerful tools in an organization's toolbox, and one that can be largely overlooked. This module is designed to help Christian leaders understand what branding is and why it matters to their organization. It will help participants create consistent brand experiences and build long-term value in their organization. Upon completion, the participant should have a better understanding of the principles of branding and how they can strengthen their organization by driving its success and impact.

◎ Learning Objectives:

- Learn what a "brand" is, and why it is critical for nonprofits
- Define the difference between "branding" and "marketing," and how they strengthen one another
- Understand how to build an organizational brand strategy
- Gain capability to create consistent brand experiences
- Build your organization's long-term brand value

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Fundamentals of Successful Marketing (CLAM102)

Content Contributor: Steve Maegdlin, Founder/CEO, Executive Advisory Partners and Scott Appel, Founder, SYNKRO3

Module Overview: Marketing is one of the most important tools in your organization's toolbox. In this module, participants will learn the fundamentals of marketing and the importance of understanding their target audiences when designing and employing marketing strategies. This module is designed to help Christian leaders understand the fundamental elements of marketing and how they can help to differentiate the organization and its offering(s). It also provides guidance for effectively communicating to an organization's target audiences. Upon completion, the participant will have a better understanding of the four basic marketing principles, and the role target audience knowledge plays in achieving marketing success.

◎ Learning Objectives:

- Define the role of marketing

- Describe its importance in your organization

- Discover the four key components of marketing

- Define, understand and reach your organization's target audiences

- Differentiate your organization and its offerings

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MARKETING & COMMUNICATIONS

Understanding Your Target Audience (CLAM103)

Content Contributor: Steve Maegdlin, Founder/CEO, Executive Advisory Partners and Scott Appel, Founder, SYNKRO3

Module Overview: In marketing, intimately knowing your target audience — who they are, how they think, what they value - is paramount to an organization's success. In this module, participants will learn the importance of identifying the differences that exist between their various audience segments and how these differences should influence their marketing strategies. We will examine key marketing segmentation principles. We will also explore the key differences between the generations, and discover key trends impacting all Christian nonprofits.

◎ Learning Objectives:

- Understand core marketing segmentation principles and definitions
- Gain insight into the four primary generations existing today, and their differences, to better prepare marketing initiatives
- Master ways to better engage millennials
- Know generational trends impacting faith-based nonprofits
- Be apply to better pursue audience segmentation for your organization

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MARKETING & COMMUNICATIONS

Engage Celebrities to Promote Your Nonprofit (CLAM104)

Content Contributor: Jenny Lockwald, Founding Partner, Leveritas Groups (formerly, Executive Director, Events & Broadcast, World Vision, US)

Module Overview: This module will provide individuals involved in aspects of marketing, promotion, and public relations a better understanding of celebrity engagement, often considered one of the most effective means of marketing a product or idea. We will explore what it takes to create brand alignment, and engage with celebrities. We will also identify benefits and risks associated in these engagements. In this module you will participate in a lively review and discussion of the allure and power of celebrity engagement while assessing the benefits and risks to any business or ministry. Prepare for the curtain to be pulled back on what it really takes to work with a celebrity.

◎ Learning Objectives:

- Learn the history and value of celebrity endorsements
- Ensure brand alignment when engaging celebrities
- Establish clear expectations and cost/benefits for celebrity engagement
- Setting realistic expectations
- Gain capacity for developing a celebrity engagement strategy

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MARKETING & COMMUNICATIONS

Develop Your Digital Marketing Strategy (CLAM105)

Content Contributor: Jennifer Deshler, SkyWrangler Strategic

Module Overview: This module is designed to provide a clear understanding of the ways to build, manage and measure the effectiveness of a digital strategy. It will look at the key questions that should be asked internally. It will offer insight into ways to build meaningful relationships with your audience. And it will cover how to filter content online. It offers those in ministry with a clear understanding of the value of having a digital strategy, the components of building online relationships, and successful practices for monitoring and metrics.

◎ Learning Objectives:

- Define the value a digital strategy could bring to your organization
- Describe the internal and external components of a successful digital strategy
- Implement best practices for top social media platforms
- Discover how to monitor and filter your content
- Determine how to measure the effectiveness of your digital strategy

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INTERNET & TECHNOLOGY 5 Modules

Fundamentals of Digital Technology for Ministry (CLAI101)

Content Contributor: David T. Bourgeois, Ph.D., Director of Innovation and Associate Professor of Information Systems, Crowell School of Business, Biola University

Module Overview: It is vital that your ministry master digital technology today. It is the key to wide impact for the kingdom mission of your organization. This module provides ministry leaders with a better understanding of how to use digital technologies to carry out ministry objectives. It presents a set of best practices and discusses the theological implications that new digital tools bring to a ministry. It also explores the various technologies being used for digital ministry today, and some best practices for using them. We'll explore how to both adopt new technologies, and also stay true to your organization's abiding mission. This module lays the foundation for all five of the CLA Internet & Technology modules.

◎ Learning Objectives:

- Gain an understanding of the history of technology and the church, from the early church, through the Reformation to today

- Understand the range of technologies available to ministries today, and the roles they can play in your organization

- Know how to navigate well a "post-website world," maximizing use of social media and mobile technologies

- Glean from best practices for using technology in ministries

- Examine what Scripture has to say about technology, and also how to stay true to your mission while embracing technology

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INTERNET & TECHNOLOGY

Websites and Social Media for Ministry (CLAI102)

Content Contributor: Jason Caston, Trainer/Speaker/Author, Caston Digital

Module Overview: This module is designed to provide users with an in depth understanding of how to effectively establish an online ministry presence. It will explore how to create an effective website, how to integrate multimedia into a ministry's website, how to integrate e-commerce into a ministry's website and how to effectively utilize social media in ministry. Topics covered will include online video, live streaming, archived video and podcasting. We will explore both social media strategy, and advanced social media implementation.

◎ **Learning Objectives:**

- Understand how to implement an effective online ministry presence

- Know how to create an effective ministry website and the benefits of doing so

- Recognize the best ways to integrate multimedia into a ministry website and how to keep users engaged

- Learn how to implement online stores and online donation modules that create secure online transactions

- Discover how to provide inspiration, information and communication within the context of social media, taking ministry to people

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INTERNET & TECHNOLOGY

Mobile Ministry: A Framework for Success (CLAI103)

Content Contributor: Antoine RJ Wright, Founder/Primary Voice, *Mobile Ministry* Magazine

Module Overview: This module will build your understanding of mobile technologies used in ministry practices. It will give you the knowledge and foundational skills to supplement existing mobile ministry activities, or to start new ones. It will contrast mobile technology with previous media channels, and help you to anticipate what is coming in the mobile arena. This module will also provide insights to create a theological and sociological framework for analyzing, discussing, and leading local/global communities in mobile interactions. Upon completion, you will be able to create a framework for any mobile ministry endeavor.

◎ Learning Objectives:

- Understand concepts/definitions of mobile communications, technologies and behaviors

- Contrast unique qualities of mobile technologies with previous media channels

- Define the uniqueness of mobile "ministry"

- Understand current mobile technologies, and trends going forward

- Create a framework for any mobile ministry endeavor

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INTERNET & TECHNOLOGY

Internet Evangelism Strategies (CLAI104)

Content Contributor: Rev. John Edmiston, CEO, Cybermissions

Module Overview: This module will share best practices and strategy for Internet evangelism. It is designed to provide ministry leaders a better understanding of the theory and practice of Internet evangelism, so they can engage effectively in the main arena truth-seekers today use to answer their religious questions (the Internet). It will also explore the essential dynamics of online relationships and community relevant to Internet evangelism. Upon completion, participants should be able to design an effective and appropriate Internet evangelism strategy for their ministry.

◎ **Learning Objectives:**

- Knowing the trends: We will cover statistics about religious seekers and how they are using the Internet to seek answers.

- Understanding platforms for Internet evangelism such as websites, email newsletter, SMS texts, chat rooms, MP3 podcasts and more

- Recognizing the unique role of Social media (various platforms) in Internet evangelism

- Being able to build an Internet evangelism strategy

- Developing capacity to follow-up effectively with those making faith decisions

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Develop Your Digital Strategy (CLAI105)

Content Contributor: David T. Bourgeois, Ph.D., Director of Innovation and Associate Professor of Information Systems, Crowell School of Business, Biola University

Module Overview: Does your ministry have an overarching digital strategy? If not, this module will teach you how to develop one. If so, this module could improve your strategy. In this module, you will review the "Digital Ministry Framework," the foundation for the development of a ministry strategy for the use of the Internet, social media and other digital tools. You will learn how technology, people and processes work together to form the foundation for strategy. You'll gain insight on determining your users, doing research, and selecting the right digital tools. By the end of this module you will be given the opportunity to develop a digital strategy for the organization you serve. This module is the capstone for the CLA Internet & Technology track.

◎ Learning Objectives:

- Know the biblical foundations for developing a digital strategy

- Understand the Digital Ministry Framework, foundational to the development of digital strategy

- Learn to plan a digital strategy: users, research and tool selection

- Gain insight on implementing a digital strategy: assigning people, defining processes, and measuring outcomes

- Create your own digital strategy

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BOARD GOVERNANCE 5 Modules

Basics of Better Board Governance (CLAG101)

Content Contributor: Randal G. Dick, Ph.D., CCNL, Principal, One Accord Nonprofit

Module Overview: Why is most organizational governance ineffective today? How can it be better? This module examines those questions in detail. It provides an overview of the current state of organizational governance, and examines the fundamental expectations of governance. It explores the purpose, expectations and basic means of governance. It examines the key roles and responsibilities of boards, and offers a basic overview of common models of governance. The module concludes with a contrast and comparison of participants' views of governance before and after the module material is processed.

◎ Learning Objectives:

- Develop a basic understanding of the reasons that most organizational governance today is ineffective

- Develop an understanding at the broadest level of the nature of the board's power, expectations and duties of boards

- Be able to identify the primary tools of governance, especially those that are common to all boards. This includes an understanding of the key roles and responsibilities

- Develop a basic understanding of the most common models of governance, both organizational and congregational

- Be able to apply the key roles, responsibilities and relationships to current models of governance and discriminate between the more effective and the less effective

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BOARD GOVERNANCE

Biblical Foundations of Governance (CLAG102)

Content Contributor: Randal G. Dick, Ph.D., CCNL, Principal, One Accord Nonprofit

Module Overview: This module highlights the need for Christians to be agents of governance transformation in church and society. It explores the extensive governance education provided by God through the Bible. It offers specific instruction and wisdom that is relevant and applicable in both religious and secular governance contexts. An understanding of governance emerges as we view God's Word from three vantage points: As a self-revelation by God about God; as direct instruction from God, and as the transmission of the pertinent experiences of others. You will experience a significant paradigm shift through these practical applications for current for profit, nonprofit and church governance. This module will increase the effectiveness and productivity of your organization.

◎ **Learning Objectives:**

- Understand that governance is an expression of godly stewardship, and confront assumptions about governance which conflict with that

- Examine how governance arises from the nature of God

- Discover the single most critical factor delineating effective versus ineffective governance

- Recognize common governance behaviors that contravene biblical teaching, and reduce governance effectiveness

- Know how to align your nonprofit, for profit or church board with a biblical perspective on governance

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BOARD GOVERNANCE

Producing Catalytic Change in Your Board (CLAG103)

Content Contributor: Dr. Sid Webb, Founder, Sharpened Focus, LLC

Module Overview: This module is designed to explore and activate meaningful board change. We will explore the nature of board dysfunctions and gain new insight into the nature of the change process. We will learn how to assess a board's culture and how to develop a roadmap for change. The module will also go beyond the theoretical, as each participant will actually develop a template for changing his or her board. It will also provide something of a laboratory for change. Upon completion, the participant will not only have increased insight but will have built the framework of a template for producing change specific to his or her board.

◎ Learning Objectives:

- Recognize the reasons boards need to change, common board problems, and the core causes of board dysfunction

- Develop the ability to create a catalytic change blueprint for your board

- Gain ability to assess your board's current reality

- Be able to build a blueprint to guide your board's change

- Know how to put your blueprint into action

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BOARD GOVERNANCE

Building Boards that Produce (CLAG104)

Content Contributor: Randal G. Dick, Ph.D., CCNL, Principal, One Accord Nonprofit

Module Overview: Does your board produce? This module offers a framework for highly effective boards. It provides senior staff and board members (ideally together) insight on building board effectiveness and organizational productivity. A great board is a blessing to everyone who supports, works for or benefits from the organization. Any board can be a great board, but that greatness doesn't arise from the individual talent of board members, or of the CEO or executive director. Great board performance requires a total system that transcends the sum of its parts. In this module, we also explore destructive board behaviors that can undermine productivity. This module will benefit all who desire an increase in their board's ability to focus and produce, and provide practical tips for specific board situations.

◎ Learning Objectives:

- Develop ability to create a conceptual framework for your board
- Understand and articulate your board's role in mission-vision-strategy
- Know how to build productive board/staff relationships
- Recognize and address the most commonly destructive board behaviors
- Apply three key principles to super charge your board's effectiveness

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BOARD GOVERNANCE

Assess and Strengthen Your Board (CLAG105)

Content Contributor: Randal G. Dick, Ph.D., CCNL, Founder, Profit Environment, LLC

Module Overview: This innovative module starts with a thorough board assessment and provides a guided learning process for correcting the most troublesome board defects. Most boards are made up of highly motivated professionals but this module addresses the art of getting those individuals to lead as one. This module is designed to allow each board to customize its growth plan and both learn and implement in real time. You will come away from the module with real insight regarding what is working well, what is defective and how to begin a transformational process to improve your board's performance.

◎ Learning Objectives:

- Understand best thinking in a conceptual framework for board governance
- Analyze your organization's board processes, and identify your two most important growth areas
- Create a custom growth plan for your organization's board
- Process the growth areas identified on your custom growth plan
- Learn to lock in the positive changes to your board's processes

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CREDENTIALED CHRISTIAN NONPROFIT LEADER (CCNL) **5 Modules**

(Mandatory for completion of CCNL program)

CCNL Leadership
(Executive Leadership / Board Governance) (CLACCNL1)

Content Contributors: Tami Heim, President and CEO, Christian Leadership Alliance, Al Lopus, Founder and CEO, Best Christian Workplace Institute, Ed Morgan, CEO, Bowery Mission, Dan Busby, President and CEO, ECFA, and Tom Okarma, Founder, The Vantage Group

Module Overview: The module is designed to provide the leader of a nonprofit organization an executive-level view of what is required for God-honoring personal, organizational and board leadership. Creating a roadmap, this module lifts a leader to higher thinking about the role of executive leadership and how senior leaders influence the organization, the board and those the organization exists to serve. This module is required for all those participating in the CCNL program.

(Three sessions in Leadership; two sessions in Board Governance)

◎ Learning Objectives:

- Explore the greatest leadership role model, the transformational leadership cycle, how to develop your person leadership mission statement and how to guard your heart

- Learn how to define success and put into practice steward leadership responsibilities for Christ-centered kingdom outcomes

- Understand the core competencies of a leader and how to develop them

- Review the core framework necessary for effective nonprofit board governance

- Understand the CEO's relationship to the board in leading and maximizing board effectiveness

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CCNL Stewardship
(Finance / Tax & Legal / People Management) (CLACCNL2)

Content Contributors: Vonna Laue, Partner, CapinCrouse, Billy Burnett, CFO, Joni and Friends, Stephen Oakley, General Counsel, Compassion International, Chad Carter, Senior Director/Human Resources, Gideon's International and Bethany Palmer, President, Envoy Financial

Module Overview: The module is designed to provide the leader of a nonprofit organization an executive-level view of what is required for the God-honoring stewardship of finance, tax, legal and people management and care. The attention to these foundational aspects of leading a ministry well is essential to establishing excellence and transparency. This module is required for all those participating in the CCNL program and is highly recommended for all executive directors, CEOs, COOs, CFOs and Human Resource executives.

(Two sessions in Financial Management; one session in Tax & Legal; two sessions in People Management & Care)

⊙ Learning Objectives:

- Learn the fundamentals of internal controls, policies and procedures that help a leader of a ministry to better steward its finances.

- Comprehend the budget and financial reporting process and how it is an integral part of financial stewardship

- Review the significance of liability, employment laws and tax compliance in an organization and why the right counsel can be the difference maker

- Understand why the stewardship of talent acquisition, employee performance management, team development, and leadership alignment are foundational for a Christ-centered organization

- Develop a working knowledge of human resource administration, compensation, benefits, legal compliance, and the value of strong employee communications, engagement and satisfaction

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CCNL Relationship

(Marketing & Communications / Internet Technology / Resource Development) (CLACCNL3)

Content Contributors: Shannon Litton, CEO, 5by5 Agency, Guy Richards, CEO, Abiah, Wes Willmer, Vice President of Advancement, Far East Broadcasting Company, and Rick Dunham, CEO, Dunham+Company

Module Overview: The module is designed to provide the leader of a nonprofit organization an executive-level view of how to create and build an engaging brand, connect that brand with various audiences, and inspire donor support. You will learn to establish your organization's distinctive brand. You will gain insight on how to pursue a sound approach to technology in your organization's communications. And you will gain practical, biblically-based, insight on how to build and steward transformative life-long relationships with your organization's donors.

(Two sessions in Resource Development; two sessions in Marketing & Communications; one session in Internet & Technology)

◎ **Learning Objectives:**

- Learn the fundamentals of brand development

- Understand the component of an engaging brand

- Identify all the channels and methods to connect your brand with your target audience

- Discover the core ways to inspire donor support

- Learn the keys to steward lifelong donors

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