



## Overview of the 2023-2024 [Executive Fellowship Program](#)

OneJustice's Executive Fellowship is a ten-month intensive program that expands the capacity of nonprofit legal organizations to serve their clients by supporting and training a diverse class of executive directors and emerging leaders in core business and management skills. The Executive Fellowship delivers graduate-level nonprofit management content with a focus on learning that is both multi-modal and peer-based, with classmates from similar organizational backgrounds.

**HOW IT WORKS:** OneJustice staff and external trainers will guide Fellows through a combination of presentations, peer learning sessions, discussions, and capstone projects to build business and management skills necessary to lead effective and efficient legal aid organizations. Through coaching and the completion of a Capstone Project, Fellows will leave the program with concrete action plans to implement a culminating project that provides an opportunity to apply the knowledge and skills gained in the program to a current challenge or opportunity.

This year's curriculum will include:

- **Great Leadership & Nonprofit Governance:** Fellows will explore how leaders can build and sustain high-performing nonprofit organizations, and discuss different interpersonal work styles and how an increased understanding of other people's styles and identities can support effective leadership, communications, and team management.
- **Sustainable Leadership & Avoiding Burnout:** Fellows will assess their energy and time management in the workplace through four main topics: physical/health, mental/focus, spiritual /purpose, and emotional/happiness. After identifying individual priorities for sustaining wellbeing, Fellows will discuss principles and actionable strategies for managing and increasing energy as leaders.
- **Becoming a Great Supervisor:** This session will allow Fellows to reflect on what a great supervision partnership means and looks like to them, how values and principles might guide one's supervision responsibilities, and learn how to give and receive feedback effectively in the workplace.
- **Navigating Challenging Conversations with Staff & Stakeholders:** Fellows will learn strategies for encouraging feedback and open communication in the workplace, explore how to reframe conflict as an opportunity for growth, and identity communication and conflict resolution techniques to build and sustain healthy relationships in the workplace.
- **Data-Driven Evaluation & Decision-Making:** Fellows will learn how to develop organizational logic models and theories of change, how to collect and evaluate program data to improve outcomes, and how to define and measure an organization's impact on the community to help guide resource allocation and other critical decision-making.
- **Creating Budgets & Analyzing Financial Statements:** Fellows will learn how to create budgets, read and interpret financial statements, gain a deeper understanding of financial management concepts, and understand the non-profit operating context and its hidden and explicit dynamics.
- **Revenue Models & Financial Performance:** Fellows will learn how to budget in the face of uncertainty, understand and communicate the full cost of operating, utilize



financial metrics to guide strategic decision-making around business models, and develop tools for effective financial story-telling

- **Advancing Diversity, Equity & Inclusion (DEI):** This session will allow Fellows to reflect on their organizations' relationships with the communities they serve and partner with, develop strategies to integrate DEI practices into organizational decision-making, and define measurable output and outcome goals to help organizations move from words to action, and from goals to outcomes.
- **Innovation & Change Management:** Fellows will identify and explore the common practices that support creativity and innovation in the workplace and learn about meeting tools and techniques to promote inclusion, sharing, and innovation among staff to increase buy-in and alignment.

**CAPSTONE PROJECT COACHING AND SUPPORT:** Each Fellow will receive 1:1 coaching on their capstone project from a OneJustice staff member experienced in the individual's capstone topic. We will help Fellows identify a suitable capstone topic and provide guidance and coaching support on the research, design and implementation of the project.

From September 2023 through May 2024, Fellows will be expected to allocate roughly 2-3 hours per month (and up to 10 hours per month in April and May) outside of scheduled sessions to work on their Capstone Project. Fellows will be expected to complete deliverables on their Capstone Project throughout the program, including writing a 3-5 page memo, a financial analysis, and an oral presentation of their findings.

**WHO IS RIGHT FOR THE PROGRAM:** Enrollment is open to executive directors, senior managers, and managers at legal services and public interest nonprofit organizations.

**PREREQUISITES:** Prior to enrollment, accepted applicants are required to discuss their participation and time commitment in this 10-month program with their board chair (for executive directors) or their executive director (for directors, senior managers, and managers).

#### **DATES:**

- **1 Optional Pre-Orientation (1:30-3:30 pm PST):**
  - Thursday, September 7, 2023 (Remote Pre-Orientation Discussion for Fellows from BIPOC and other historically marginalized communities)
- **2 Full-Day In-Person Mandatory Sessions (10am-4pm Pacific):\*** *Great Leadership & Nonprofit Governance*
  - Thursday, September 21, 2023 (in Los Angeles)
  - Friday, September 22, 2023 (in Los Angeles)
- **11 Half-Day Remote Sessions & Tentative Topics (12:30-3:30 pm Pacific):**
  - Thursday, October 12, 2023: *Sustainable Leadership & Avoiding Burnout;*
  - Thursday, October 26, 2023: *Becoming a Great Supervisor;*
  - Thursday, November 9, 2023: *Navigating Challenging Conversations with Staff*
  - Thursday, December 14, 2023: *Data-Driven Decision-Making;*



- Thursday, January 11, 2024: *Creating Budgets & Analyzing Financial Statements*;
  - Thursday, February 8, 2024: *Revenue Models & Financial Performance*;
  - Thursday, February 22, 2024: *Hot Seats (group brainstorming & problem-solving)*;
  - Thursday, March 14, 2024: *Advancing Diversity, Equity & Inclusion*;
  - Thursday, April 11, 2024: *Innovation & Change Management*;
  - Thursday, May 9, 2024: *Capstone Presentations*;
  - Thursday, May 23, 2024: *Capstone Presentations*
- **1 Half-Day Graduation (12:30-3:30 pm Pacific):**
    - Thursday, June 13, 2024 (in-person in San Francisco)
    - Another date is TBD for participants wishing to attend graduation via Zoom

*\*The in-person sessions in September will include a Zoom option for people living with disabilities or other barriers to access.*

*\*Fellows are expected to attend all scheduled sessions and workshops. If necessary, Fellows may miss up to 3 sessions/workshops with advance notice.*

**LOCATION:** Half-day sessions are remote on Zoom, September 21st-22nd sessions will be held in-person in Los Angeles, and an optional in-person half-day graduation on June 13th will be held in San Francisco.

**COST:** Tuition for the program is \$3,900. There are a limited number of 50% partial scholarships available. Please see the section on Scholarships below. Full payment of tuition is due by August 18, 2023. Please note that because we are unable to enroll additional Fellows after September 1, 2023, there are no tuition refunds after this date.

**SCHOLARSHIPS:** Due to the generosity of our donors, there are a limited number of partial (50%) scholarships for applicants who work at legal services nonprofits. Eligibility is based on OneJustice's assessment of a set of criteria, as set forth in the program application form. Please note that the scholarships do not cover travel costs associated with participation in the program.

**ENROLLMENT:** The deadline to submit an [application](#) is Friday, July 28, 2023, at 5:00 pm. Applicants will be notified of admissions decisions by Friday, August 4, 2023.

**CONTACT:** For more information, contact Healthy Nonprofits Program Coordinator, Jocelyn Ortiz at [jortiz@one-justice.org](mailto:jortiz@one-justice.org).



# Executive Fellowship Program 2023-2024 Calendar of Sessions

## 2023

January							February							March							April							
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	
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## 2024

January							February							March							April						
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- = Optional Sessions
- = In-person Full Day Sessions
- = Remote, Half-day Sessions
- = Hybrid Options available