OneJustice.

Overview of the 2024-2025 [Executive Fellowship Program](#), Hybrid & Virtual Cohorts

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.

INTRODUCING THE NEW ONEJUSTICE EXECUTIVE FELLOWSHIP DUAL-TRACK: For 2024-2025, the Executive Fellowship program will offer two tracks. For 2024-2025, the Executive Fellowship program will offer two tracks: (A) a hybrid track that includes two in-person sessions and (B) a fully virtual track that will be held completely online. We are offering two separate tracks to allow each Executive Fellowship applicant to select the option that works best for them. On the application, you will be asked to choose your preferred track or you may indicate that you are open to being placed in either track (tuition and curriculum will be the same for both tracks).

PROGRAM STRUCTURE: For both tracks, the Executive Fellowship program starts and ends with *__mandatory__* sessions: a 2-day opening session on September 19-20, 2024, and a graduation program on June 12, 2025. For the **hybrid** track, the opening session will be held in Los Angeles and the graduation will be held in San Francisco. For the **virtual** track, the opening session and graduation will both be held virtually via Zoom. For both tracks, all sessions from October 2024 through May 2025 will be held virtually; fellows are expected to attend all October to May sessions with up to 2 excused absences with **24 hours notice minimum**.

Session	Hybrid	Virtual
September 19 & 20, 2024	Mandatory; in-person; Los Angeles	Mandatory; virtual
October 2024 through May 2025	Virtual with up to 2 excused absences	Virtual with up to 2 excused absences
June 12, 2025	Mandatory; in-person; San Francisco	Mandatory; virtual

HOW THE PROGRAM WORKS: OneJustice staff and external trainers will guide Fellows through a combination of presentations, peer learning sessions, discussions, and capstone projects to build the leadership and management skills necessary to lead legal aid organizations effectively and efficiently. The capstone project will provide Fellows with an opportunity to apply the knowledge and skills gained in the program to a current organizational challenge or opportunity. Through coaching and the completion of a capstone project, Fellows will leave the

program with concrete action plans to maximize their organization's impact on the community it seeks to serve.

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 capstone project.

From September 2024 through May 2025, 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.

ENROLLMENT: The deadline to apply via (**THIS**) Google Form is Friday, August 9th, 2024, at 5:00 pm Pacific. Applicants will be notified of admissions decisions by Thursday, August 22, 2024.

CURRICULUM

This year's curriculum for *both* tracks 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.
- **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.
- **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 identify communication and conflict resolution techniques to build and sustain healthy relationships in the workplace.
- **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 organizational 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.
- **Becoming a Great Supervisor**: This session will allow Fellows to reflect on what a great supervisory 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.
- **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 well-being, Fellows will discuss principles and actionable strategies for managing and increasing energy as leaders.

HYBRID COHORT SCHEDULE

- **1 Optional Virtual Pre-Orientation (1:30-3:30 pm Pacific):**
  - Thursday, September 12, 2024 (Discussion for Fellows from BIPOC and other historically marginalized communities.)

- **2 Full-Day In-Person *Mandatory* Sessions (10 am-4 pm Pacific):***
  Great Leadership & Nonprofit Governance
  - Thursday, September 19, 2024 (in Los Angeles)
  - Friday, September 20, 2024 (in Los Angeles)

- **11 Half-Day Virtual Session Dates** & Tentative Topics (12:30-3:30 pm Pacific):**
  - Thursday, October 10, 2024: *Data-Driven Resource Allocation;*
  - Thursday, October 24, 2024: *Hot Seats (peer support, group brainstorming & problem-solving);*
  - Thursday, November 14, 2024: *Navigating Challenging Conversations with Staff & Stakeholders*
  - Thursday, December 12, 2025: *Creating Budgets & Analyzing Financial Statements;*
  - Thursday, January 16, 2025 *Revenue Models & Financial Performance;*
  - Thursday, February 6, 2025: *Advancing Diversity, Equity, and Inclusion;*
  - Thursday, March 6, 2025: *Innovation & Change Management;*
  - Thursday, March 20, 2025: *Becoming a Great Supervisor;*
  - Thursday, April 10, 2025: *Sustainable Leadership & Avoiding Burnout;*
  - Thursday, May 8, 2025: *Capstone Presentations;*
  - Thursday, May 15, 2025: *Capstone Presentations.*

- **1 Half-Day In-Person *Mandatory* Graduation (12:30-3:30 pm Pacific):***
  - Thursday, June 12, 2025: *Hybrid Cohort Graduation* (in-person in San Francisco).

LOCATION: 11 half-day sessions are remote on Zoom. The September 19-20th, 2024 sessions will be held in person in Los Angeles, and an in-person half-day graduation on June 12, 2025, will be held in San Francisco.

* The Executive Fellowship Hybrid Cohort Track's first sessions on September 19-20th, 2024, and graduation on June 12, 2025, are mandatory in-person sessions with no exceptions.
**Fellows are expected to attend all scheduled sessions and workshops. If necessary, Fellows may miss up to 2 sessions/workshops with advance notice.

VIRTUAL COHORT SCHEDULE

- **1 Optional Virtual Pre-Orientation (1:30-3:30 pm Pacific):**
  - Thursday, September 12, 2024 (Discussion for Fellows from BIPOC and other historically marginalized communities.)

- **2 Full-Day Virtual *Mandatory* Sessions (10 am-4 pm Pacific):***
  Great Leadership & Nonprofit Governance
  - Thursday, September 19, 2024
  - Friday, September 20, 2024

- **11 Half-Day Virtual Session Dates** & Tentative Topics (12:30-3:30 pm Pacific):**
  - Thursday, October 10, 2024: *Data-Driven Resource Allocation;*
  - Thursday, October 24, 2024: *Hot Seats (group brainstorming & problem-solving);*
  - Thursday, November 14, 2024: *Navigating Challenging Conversations with Staff & Stakeholders*
  - Thursday, December 12, 2025: *Creating Budgets & Analyzing Financial Statements;*
  - Thursday, January 16, 2025 *Revenue Models & Financial Performance;*
  - Thursday, February 6, 2025: *Advancing Diversity, Equity, and Inclusion;*
  - Thursday, March 6, 2025: *Innovation & Change Management;*
  - Thursday, March 20, 2025: *Becoming a Great Supervisor;*
  - Thursday, April 10, 2025: *Sustainable Leadership & Avoiding Burnout;*
  - Thursday, May 8, 2025: *Capstone Presentations;*
  - Thursday, May 15, 2025: *Capstone Presentations*

- **1 Half-Day *Mandatory* Graduation (12:30-3:30 pm Pacific):***
  - Thursday, June 12, 2025: *Virtual Cohort Graduation (via Zoom).*

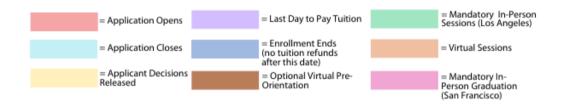**LOCATION:** All sessions for the virtual cohort will be held on Zoom.

* The Executive Fellowship Virtual Cohort Track's first sessions on September 19-20th, 2024, and graduation on June 12, 2025, are mandatory virtual sessions with no exceptions.
**Fellows are expected to attend all scheduled sessions and workshops. If necessary, Fellows may miss up to 2 sessions/workshops with advance notice.

Hybrid Cohort Schedule

2024

*New Application Deadline!

July
Sun	Mon	Tue	Wed	Thu	Fri	Sat
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2025

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Legend:
- = Application Opens
- = Application Closes
- = Applicant Decisions Released
- = Last Day to Pay Tuition
- = Enrollment Ends (no tuition refunds after this date)
- = Optional Virtual Pre-Orientation
- = Mandatory In-Person Sessions (Los Angeles)
- = Virtual Sessions
- = Mandatory In-Person Graduation (San Francisco)

Virtual Cohort Schedule

2024

*New Application Deadline!

July
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2025

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