



This document was updated on 4/27/26. The updated text is reflected in green.

Appendix A. Coalition Operations and Management Learning Community: Course Content and Learning Objectives

Content is based on the work of Dr. Frances Dunn Butterfoss, PhD, and the book *Ignite! Getting Your Community Coalition "Fired Up" for Change (Ignite)*. Each session is designed to enhance coalition infrastructure and capacity based on coalition best practices, regardless of each participating coalition's primary problem of practice. Coalitions and individuals selected to participate in this learning community can expect discussion, learning and activities that are focused on:

1. Developing the knowledge, skills, and attitudes for enhancing the infrastructure and sustainability of local community coalitions;
2. Collaborating with peers to enhance community coalition efforts;
3. Completing three, coalition-chosen deliverables, supporting infrastructure, efforts, and sustainability.

Session 1: June 18, 2026. 9:00 AM – 4:00 PM

Part 1: Coalition Operations
Description and Learning Objectives: Once a community decides to form a coalition, it's important to have the right foundation, structure, organization, and resources in place to support its work. This session will help participants set up their coalition for success. Upon completion, participants will: 1. Describe how to write effective mission and vision statements. 2. Identify coalition structures for a variety of operational environments. 3. Identify critical elements of coalition bylaws and governing documents.
Key Resources: • Ignite, Part II • What Makes a Good Lead Agency • Coalition Roles & Job Description • Coalition Vision, Mission & Goals • Bylaws Contents • Checklist to Establish a 501(c)(3) Nonprofit Organization
Part 2: Branding and Communications Plans
Description & Learning Objectives: Developing branding and communication plans helps coalitions define who they are within the community and share their work more effectively. This session explores what these plans include and how coalitions can use them to increase awareness of their work and encourage greater community engagement. Upon completion, participants will: 1. Recognize key pillars of developing a coalition brand. 2. Identify how to create results-oriented branding and communications plan. 3. Communicate essential information about coalition with key audiences.
Key Resources: • CADCA • Community Toolbox: Developing a Communications Plan

Session 2: July 15, 2026. 9:00 AM – 4:00 PM

Part 1: Membership Recruitment

Description & Learning Objectives:

With an effective coalition structure in place, the focus shifts to recruitment. This session covers strategies for attracting stakeholders, enhancing the coalition's value proposition, and building networks to secure partners, allies, and champions. Participants will leave with a formal recruitment plan to guide their outreach efforts. Upon completion, participants will:

1. Identify agencies and individuals that can contribute to their coalition's efforts and impact.
2. Utilize professional networking skills.
3. Recognize the essential components of a membership recruitment plan.

Key Resources:

- Ignite Part II
- [Coalition Membership Gap Analysis](#)
- [Potential Member Grid](#)
- [Coalition Member/Leader Inventory](#)
- [Partnering with Various Community Sectors](#)
- [Buddy Method for Recruitment](#)

Part 2: Member Engagement and Management

Description & Learning Objectives:

Coalitions must actively engage and support their members over time to sustain their work. In this session, participants will learn how to assess member engagement and develop a comprehensive plan to keep members involved. This includes strategies for welcoming and onboarding new members, as well as helping experienced members deepen their understanding of the coalition's work and strengthen their contributions. Participants will also learn what to include in a Membership Engagement Plan and how to effectively manage coalition membership. Upon completion, participants will:

1. Describe how to develop a membership engagement plan.
2. Identify factors that motivate coalition members to engage.
3. Describe best practices for managing coalition membership, including communication, role clarity, and ongoing support.

Key Resources:

- [Model Commitment Letter: Coalition Organizations](#)
- [Coalition Member Rights and Responsibilities](#)
- [Stages of Team Building](#)
- [Community Toolbox: Developing Training Programs](#)

Session 3: August 19, 2026. 9:00 AM – 4:00 PM

Part 1: Meeting Structure and Facilitation

Description & Learning Objectives:

Well-structured and well-facilitated meetings are the foundation of a strong coalition. This session will cover the key components of successful coalition meetings and help participants develop the skills needed for confident and effective meeting facilitation. Upon completion, participants will:

1. Describe elements of an effective coalition meeting environment.
2. Describe key meeting management strategies.
3. Identify meeting facilitation skills necessary for leading an effective meeting.

Key Resources:

- Ignite Part II
- [Meeting Agendas](#)
- [Chair or Facilitator's Meeting Guidelines](#)
- [Community Toolbox: Conducting Effective Meetings](#)
- [Meeting Facilitation Skills](#)

Part 2: Project Management

Description & Learning Objectives:

Many coalition support staff and administrative volunteers find it challenging to manage projects and strategic activities while also ensuring volunteers follow through on their responsibilities. This session will focus on effective volunteer management, support, and coaching, while helping coalition leaders successfully oversee projects and keep coalition work on track. Upon completion, participants will:

1. Define project management and why it is important for coalition success.
2. Describe the phases of the project management life cycle.
3. Explain the elements of a successful project and its potential vulnerabilities.

Key Resources:

- [Achieving and Maintaining Quality Performance](#)
- [Project Planning | 9 Steps to Create a Project Management Plan Online](#)

Part 3: Change Management

Description & Learning Objectives:

Established relationships, shared history, and competing interests can make coalition change difficult. Shifts in operations may feel threatening when they disrupt long-standing routines. This session explores how to recognize and address the fear of change while supporting members and leaders in adopting practices that enhance effectiveness and sustainability. Upon completion, participant will:

1. Define organizational change and the challenges it presents for groups.
2. Explain practical tips for overcoming individual and group resistance to change.
3. Describe three best practices for proactively managing change within a coalition.

Key Resources:

- [Developing a Framework or Model of Change](#)
- [Developing a Proposal for Change](#)



Session 4: September 23 15, 2026. 9:00 AM – 4:00 PM

Description & Learning Objectives:

Participants will gather for a final session to celebrate the achievements of coalition leaders from across the state. This session emphasizes shared learning, providing dedicated time to reflect on the challenges and successes of applying cohort insights in the field. Participants will examine key findings and look ahead to future engagement and growth opportunities through the Ohio Coalition Institute. Upon completion, participants will:

1. Articulate key learnings from peer-exchange and participation in the Coalition Operations and Management Learning Community.
2. Showcase experiences and gain new perspectives from peers and stakeholders
3. Apply knowledge directly to their coalition's operations and management efforts.