



## Knowledge Designs Certificate Series™ for Philanthropy Professionals

Stage & Focus	Course Title	Description & Learning Objectives	Overview
<p><b>Introduction Video</b></p> <p><i>Focus: Awareness</i></p>	<p><b>Beyond the Buzz: What knowledge work means to today's philanthropy</b></p>	<p>The “Beyond the Buzz” video introduces viewers to a brief timeline of knowledge work in the philanthropic sector and highlights the relevance and realities affecting knowledge professionals as they seek to develop knowledge strategy and practice that energizes philanthropic missions.</p> <p>The video also provides an overview of the certificate series and guides participants in how best to proceed through the sequence of courses.</p>	<p><b>Outline:</b></p> <ul style="list-style-type: none"> <li>• A timeline of knowledge work in the sector</li> <li>• Knowledge professionals in the current context</li> <li>• Challenges and opportunities for linking knowledge to mission</li> <li>• Exciting “ways of being” and “ways forward” for knowledge work</li> <li>• Overview of the <i>Knowledge Designs Certificate Series™</i></li> <li>• Invitation to build this field together</li> </ul>
<p><b>Course One</b></p> <p><i>Focus: Embodying</i></p>	<p><b>Embodying Knowledge Practice Inside and Out: A Strategy Course for Changemakers</b></p>	<p>Knowledge practice is a core capacity for a growing number of philanthropy professionals. This self-paced foundational course supports you in understanding knowledge practice and grounding your knowledge work in key principles and concepts to support positive change.</p> <p>In this course participants will:</p>	<p><b>Module One: Knowledge as Embodied Practice</b></p> <ul style="list-style-type: none"> <li>• Lesson 1: Infusing key concepts into knowledge work</li> <li>• Lesson 2: Distinguishing learning and knowledge to better connect to change</li> <li>• Lesson 3: Aligning knowledge work holistically -- mind, body, spirit and mission</li> <li>• Lesson 4: Making shared meaning as social action</li> </ul>



**KD Foundations**

- Learn about key aspects of knowledge work in philanthropy.
- Explore ways to effectively connect knowledge work to mission and change.
- Identify entry points for activating knowledge action.
- Examine ways to move from knowledge activity to knowledge strategy.
- Move from challenges to strategic success.

**Module Two: Core Connections of Knowledge Work**

- Lesson 5: Recognizing data myths and truths
- Lesson 6: Moving amidst various giving approaches
- Lesson 7: Claiming knowledge work for change
- Lesson 8: Aligning for success within your organization.

**Module Three: Knowledge Trajectories and Starting Points for Knowledge Action**

- Lesson 9: Starting from approach
- Lesson 10: Starting from program
- Lesson 11: Starting from a call
- Lesson 12: Starting from separation.

**Module Four: Key Elements of Knowledge Strategy**

- Lesson 13: Ensuring legitimacy
- Lesson 14: Questions for action
- Lesson 15: Datamaking
- Lesson 16: Understanding boundaries for lived experience.

**Module Five: Components of Strategic Success**

- Lesson 17: Understanding resistance and power
- Lesson 18: Connecting self-care to power
- Lesson 19: Recognizing relational power
- Lesson 20: Knowledge practice as action

<p><b>Course Two A</b> <i>Focus: Exploring</i></p>	<p><b>Practicum: Exploring Opportunities for Shared Meaning Making</b></p>	<p><i>Knowledge Opportunity Scanning™</i> is grounded in over 25 years of nonprofit and philanthropic sector experience and supports</p>	<p><b>Module One. Entering a Knowledge Opportunity Scan™</b></p>
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## KD2 Practicum

you in identifying the most promising knowledge opportunities in your current philanthropic context.

In this course participants will:

- Develop central intentions for your knowledge scan process.
- Dive into the various elements of opportunity scanning.
- Build a toolkit to gather information as data.
- Align knowledge work with familiar organizational processes.
- Identify the important asks of your technology partners and systems.

- Lesson 1: Preparing for your knowledge scan
- Lesson 2: Using the scan to advocate for knowledge work
- Lesson 3: Beginning or refreshing knowledge practice using a scan
- Lesson 4: Approaching a scan as a way to develop a knowledge strategy

### **Module Two. Elements of Knowledge Opportunity Scanning™**

- Lesson 5: Mapping key structures
- Lesson 6: Envisioning spaces for relationship building
- Lesson 7: Clarifying possible change pathways
- Lesson 8: Working with beliefs, archetypes and narratives

### **Module Three: Tools for Uncovering Relevant Information**

- Lesson 9: Prompting relevant conversations
- Lesson 10: Engaging experience through insight groups
- Lesson 11: Recognizing hidden gems in existing documents
- Lesson 12: Identifying knowledge leads in grant process and systems

### **Module Four: Connections to Familiar Organizational processes**

- Lesson 13: Recognizing knowledge work within planning
- Lesson 14: Recognizing knowledge work as an aspect of organizational learning

			<ul style="list-style-type: none"> <li>• Lesson 15: Recognizing valuing as one aspect of knowledge work</li> <li>• Lesson 16: Recognizing knowledge work as the core of network learning</li> </ul> <p><b>Module Five: Technology Asks in Scanning</b></p> <ul style="list-style-type: none"> <li>• Lesson 17: Mapping programming and relationships</li> <li>• Lesson 18: Visualizing important connections</li> <li>• Lesson 19: Mining operational and grantee reporting</li> <li>• Lesson 20: Categorizing for insight building</li> </ul>
<p><b>Course Two B</b></p> <p><b>Focus: Embracing</b></p>  <p><b>KD2 Practicum</b></p>	<p><b>Practicum: Embracing Questions and Data as Action Decisions</b></p>	<p>Although questions and data are often treated as nouns, reframing them as actions increases the value of knowledge work to organizational processes and change efforts.</p> <p>This course is hyper-focused on the multiple decisions necessary for data processes to be both trustworthy and valuable to philanthropic missions.</p> <p>In this course participants will:</p> <ul style="list-style-type: none"> <li>➤ Seize the power of question and data decisions.</li> <li>➤ Explore trust as an essential aspect of data processes.</li> <li>➤ Distinguish the value in multiple data sources.</li> <li>➤ Link data in imaginative and robust ways.</li> <li>➤ Create compelling inquiry spaces.</li> </ul>	<p><b>Module One: Decision Making in Knowledge Work</b></p> <ul style="list-style-type: none"> <li>• Lesson 1: Surfacing the decisions of knowledge work</li> <li>• Lesson 2: Illuminating the power in questioning</li> <li>• Lesson 3: Diving into datamaking</li> <li>• Lesson 4: Clarifying analytic intentions</li> </ul> <p><b>Module Two: Trust in Knowledge Processes</b></p> <ul style="list-style-type: none"> <li>• Lesson 5: Sharing data intentions</li> <li>• Lesson 6: Building data relationships</li> <li>• Lesson 7: Honoring lived experience</li> <li>• Lesson 8: Situating reflective data in knowledge process</li> </ul> <p><b>Module Three: Multiple Data Sources</b></p> <ul style="list-style-type: none"> <li>• Lesson 9: Connecting with public data</li> <li>• Lesson 10: Formulating naturally occurring data</li> </ul>

			<ul style="list-style-type: none"> <li>• Lesson 11: Generating data from textual processes</li> <li>• Lesson 12: Crafting data through creative activities</li> </ul> <p><b>Module Four: Data Linkages</b></p> <ul style="list-style-type: none"> <li>• Lesson 13: Using multiple data points</li> <li>• Lesson 14: Integrating data types</li> <li>• Lesson 15: Stringing data points as indicators</li> <li>• Lesson 16: Incorporating data layering</li> </ul> <p><b>Module Five: Inquiry Spaces</b></p> <ul style="list-style-type: none"> <li>• Lesson 17: Creating cross-organizational spaces</li> <li>• Lesson 18: Creating learning possibility across power differences</li> <li>• Lesson 19: Creating strategy focus amidst operational responsibilities</li> <li>• Lesson 20: Designing for network learning</li> </ul>
<p><b>Course Two C</b></p> <p><b>Focus: Engaging</b></p>  <p><b>KD2 Practicum</b></p>	<p><b>Practicum: Engaging Lived Experience as an Analytic Center</b></p>	<p>Knowledge work comes in many forms and is based in underlying notions of what it means to learn and change. Knowledge work inevitably connects to the lived experiences of individuals, groups, organizations, and communities. Analysis is where lived experience connects to knowledge intentions and decisions to form knowledge strategy that can effectively affect philanthropic mission.</p> <p>In this course participants will:</p> <ul style="list-style-type: none"> <li>➤ Consider lived experience in analysis.</li> <li>➤ Explore ways that lived experience can ground frameworks for inquiry.</li> <li>➤ Encounter grounded analysis.</li> </ul>	<p><b>Module One: Lived Experience and Analysis</b></p> <ul style="list-style-type: none"> <li>• Lesson 1: Opening possibilities for truth</li> <li>• Lesson 2: Surfacing knowledge values</li> <li>• Lesson 3: Committing to boundaries of inclusion</li> <li>• Lesson 4: Creating shared knowledge intentions</li> </ul> <p><b>Module Two: Lived Experience Frameworks</b></p> <ul style="list-style-type: none"> <li>• Lesson 5: Focusing on roles</li> <li>• Lesson 6: Focusing on issues</li> <li>• Lesson 7: Focusing on systems</li> <li>• Lesson 8: Focusing on networks</li> </ul> <p><b>Module Three: Grounded Analysis</b></p> <ul style="list-style-type: none"> <li>• Lesson 9: Discerning established methods</li> </ul>

		<ul style="list-style-type: none"> <li>➤ Integrate shared inquiry and analysis.</li> <li>➤ Establish practices for legitimacy and trustworthiness.</li> </ul>	<ul style="list-style-type: none"> <li>• Lesson 10: Incorporating interpretive analysis</li> <li>• Lesson 11: Appreciating daily curiosity</li> <li>• Lesson 12: Highlighting tensions as opportunity</li> </ul> <p><b>Module Four: Shared Inquiry and Analysis</b></p> <ul style="list-style-type: none"> <li>• Lesson 13: Creating data through events, artifacts, and perspectives</li> <li>• Lesson 14: Dancing with dialectic motion</li> <li>• Lesson 15: Weaving methods through group process</li> <li>• Lesson 16: Crafting change constructs</li> </ul> <p><b>Module Five: Trustworthiness</b></p> <ul style="list-style-type: none"> <li>• Lesson 17: Documenting process and purpose</li> <li>• Lesson 18: Ensuring method alignment</li> <li>• Lesson 19: Right-sizing technology and AI</li> <li>• Lesson 20: Nurturing multidimensionality in trust</li> </ul>
<p><b>Course Three</b></p> <p><b>Focus: Activating</b></p>  <p><b>KD3 Field Building</b></p>	<p><b>Field Building Capstone: Activating Knowledge Practice for an Expansive and Effective Philanthropy Sector</b></p>	<p>Knowledge work within philanthropy is a creative and emerging field that is energized through the sharing of practices, insights, tools, innovation, and inspiration.</p> <p>In this course participants will:</p> <ul style="list-style-type: none"> <li>➤ Define success in knowledge terms.</li> <li>➤ Think through key aspects of documentation.</li> <li>➤ Locate potential contributions of knowledge work.</li> <li>➤ Explore the development of research partnerships.</li> <li>➤ Position your knowledge work for sector-wide influence.</li> </ul>	<p><b>Module One: Attributes of Knowledge Success</b></p> <ul style="list-style-type: none"> <li>• Lesson 1: Distinguishing trajectory thinking from operational and grant goals</li> <li>• Lesson 2: Connecting learning to legacy</li> <li>• Lesson 3: Untangling knowledge equity from giving culture</li> <li>• Lesson 4: Designing an organizational function</li> </ul> <p><b>Module Two: Documentation as Information Capture</b></p> <ul style="list-style-type: none"> <li>• Lesson 5: Understanding the risks and rewards of documentation</li> <li>• Lesson 6: Understanding documentation in relation to organizational process</li> </ul>

			<ul style="list-style-type: none"><li>• Lesson 7: Understanding documentation as connected to mission communication</li><li>• Lesson 8: Understanding documentation and its role in trust and transparency</li></ul> <p><b>Module Three: Knowledge Contributions Beyond the Report</b></p> <ul style="list-style-type: none"><li>• Lesson 9: Recognizing personal and community development</li><li>• Lesson 10: Attending to institutionalized silos</li><li>• Lesson 11: Spotlighting collective lived experience</li><li>• Lesson 12: Bridging divisions of civic space</li></ul> <p><b>Module Three: Research Partnerships</b></p> <ul style="list-style-type: none"><li>• Lesson 13: Distinguishing disciplinary questioning</li><li>• Lesson 14: Understanding methodology “speak”</li><li>• Lesson 15: Recognizing and right-sizing expectations and costs</li><li>• Lesson 16: Contracting with institutional norms in mind</li></ul> <p><b>Module Five: Knowledge Field-Building</b></p> <ul style="list-style-type: none"><li>• Lesson 17: Influencing issue frameworks</li><li>• Lesson 18: Sharing case studies as sector impact</li><li>• Lesson 19: Positioning knowledge work within collective learning spaces</li><li>• Lesson 20: Infusing knowledge work across sector infrastructure</li></ul>
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