



Institute for Nonprofit

Management & Leadership

Certificate in Nonprofit Management & Leadership

Building the Next Generation of Leaders

October 5, 2010 - May 3, 2011



Overview

You might be a senior manager looking to step into an executive position or an executive director eager to expand and hone your management skills. In either case, you understand the critical need for decisive leadership in today's unpredictable economic climate. Your firm grasp of business fundamentals, your ability to think and act strategically, and your capacity to make tough yet humane decisions will ensure the future health of your organization. The Certificate in Nonprofit Management and Leadership at Boston University provides you with an unparalleled opportunity to develop the precise leadership and management skills you need to make your organization thrive.

Here you will combine your distinctive energy, ambition, and purpose with the accumulated knowledge and wisdom of experienced practitioners, seasoned faculty, and accomplished social entrepreneurs. Prepare yourself for heightened effectiveness through individual performance and orchestrated teamwork. Our hands-on curriculum combines core management skills and self-knowledge with an understanding of the powerful organizational and community systems within which your leadership is exercised.

The program emphasizes a variety of skill sets:

- Managing individuals and teams
- Business and strategic planning
- Marketing
- Financial management and budgeting
- Fundraising and resource development
- Managing the external environment
- Managing change
- Working with boards of directors
- Organizational development
- Strategic alignment of organizations in the service of mission and vision
- Identifying one's leadership "voice"

The curriculum utilizes a variety of learning approaches:

- Lectures
- Experiential learning
- Guided peer-practice seminars using live cases
- Mentoring
- Application of lessons to work situations
- Ongoing peer networking

Why choose this program?

The Certificate in Nonprofit Management and Leadership provides nonprofit executives with the foundational skills and strong support needed to advance their careers and achieve maximum social impact in their organizations and communities.

The advantages of INML include:

- Superb faculty drawn from both Boston University School of Management and an extensive network of senior nonprofit leaders.
- A sophisticated curriculum that provides participants with a strong foundation in nonprofit management and leadership.
- Practical application of classroom learning in the workplace.
- An opportunity to invite colleagues from your organization to Management Seminars.
- Introduction to a broad network of senior and emerging leaders of nonprofit organizations.
- A flexible schedule that allows you to work and go to school.

Who should attend?

The Certificate in Nonprofit Management and Leadership program is designed for executive directors and senior managers who are ready for both graduate level instruction and the application of what they learn to their immediate work situation. Our participants reflect the diversity of the broad-based nonprofit community in greater Boston, including organizations in youth development, community development, environment, advocacy, health care, education, philanthropy, religion, arts, and culture – with an emphasis on organizations that focus on social justice and social impact.



Core Faculty

Barry Dym, Founder and Executive Director, INML:

Barry Dym has been an organization development consultant, executive coach, psychotherapist, entrepreneur, author, researcher, and teacher. He is a Founder and Director of three additional organizations - The Family Institute of Cambridge, The Boston Center for Family Health, WorkWise Research and Consulting - and a journal, Family Systems Medicine. Dr. Dym is the author of four books, including Leadership in Nonprofit Organizations and Passing the Torch: Leadership Transition in Nonprofits. As a consultant, Dym specializes in executive coaching and team building; strategic planning and implementation; aligning strategic direction with organizational capabilities; the management of change and key organizational transitions. He has consulted extensively to and served on the boards of nonprofit, corporate, and public sector organizations. Dr. Dym received his AB and his PhD from Harvard University.

Kristen J. McCormack, Executive-in-Residence, Faculty Director, Public and Non-Profit Management Program:

Kristen McCormack has over twenty-five years of experience managing and leading public and nonprofit organizations. She is the Founder of the Neighborhood House Charter School in Dorchester and the Founding Executive Director of the Boston Food Bank. In addition to her many years leading nonprofit organizations, Ms. McCormack has served as a teacher, consultant, and board member to Boston based nonprofit organizations. Ms. McCormack serves as the Faculty Director of the Public and Nonprofit Management Program at Boston University's School of Management, where her work is focused on global social enterprise and leadership of nonprofit organizations. Ms. McCormack holds a BA in Community Planning from the University of Massachusetts and an MBA from Boston University with a concentration in Public and Nonprofit Management.

2010-2011 Faculty

Gary Bailey, Simmons College

Catherine Gill, NFF Capital Partners

Julia Gittleman, Mendelsohn, Gittleman & Associates, LLC

Karen Golden-Biddle, Boston University School of Management

Philip Hall, GMA Foundations

Kevin Lee Hepner, United South End Settlements

Deborah C. Jackson, American Red Cross of Massachusetts Bay

Dede Ketover, Dede Ketover Consulting

Kristi Kienholz, Boston University School of Management

Julia Ojeda, Ojeda Enterprises

Lisa Owens, mytown

Ned Rimer, Boston University School of Management

Tyra Sidberry, Diversity & Inclusion Initiative

Harold Sparrow, YMCA of Greater Boston

Ben Thompson, STRIVE

Mentors

Miki Akimoto, Associated Grant Makers

Mark Allan, Boston University School of Management

Ron Ancrum, Associated Grant Makers

Molly Baldwin, Roca

Suzin Bartley, Children's Trust Fund

Kelly Bates, Access Strategies Fund

Margo Casey, North Shore United Way

Deborah Chausse, House of Hope

Susan Connelly, Massachusetts Housing Partnership

Gregg Croteau, United Teen Equality Center

Catherine D'Amato, The Greater Boston Food Bank

Jodi DeLibertis, Jericho Road Project

Barry Dym, Institute for Nonprofit Management & Leadership

Mechilia Eng, Boys and Girls Clubs of Middlesex County, Inc.

Susan Epstein, New England SERVE

Jen Faigel, Jamaica Plain Neighborhood Development Corp.

Karen Frederick, Community Teamwork, Inc.

Nancy Fuller, Community Therapeutic Day School

Christine Green, Ed.D., Trefler Foundation

Dorcas Grigg-Saito, Lowell Community Health Center

Kevin Lee Hepner, United South End Settlements

Charmaine Higgins, STRIVE

Elizabeth Jick, Zions Bank

Jacob Joffe MD, Newton-Wellesley Hospital

Andrew Kendall, The Trustees of Reservations

Bethany Kendall, Executive Service Corps

Dede Ketover, Ketover Consulting

Chrystal Kornegay, Urban Edge

Paul Lanzikos, North Shore Elder Services

Caryl Lattof, America Scores

Mike Lawson, Boston University School of Management

Debbie Leekeenan, Eliot-Pearson Children's School, Tufts University

Elena Letona, National Alliance of Latin American and Caribbean Communities

Vivien Li, Boston Harbor Association

Charlie Lord, ACE and Urban Ecology Institute

Susan MacDougall, The Food Project

Claudio Martinez, Hyde Square Task Force

Shiela Moore, The Alliance for Nonprofit Growth and Opportunity

Bill Nigreen, Facilitation for Social Change

Julia Ojeda, Ojeda Enterprises

Lisa Owens, mytown

Kristen Porter, Pathways to Wellness

Kathy Reticker, Acre Family Daycare

Barbara Salisbury, MAB Community Services

Julie Salois, Community Teamwork, Inc.

Mary Sarris, North Shore Workforce Investment Board

Roosevelt Smith, Urban Dreams

Clayton Spencer, Harvard University

Diane Stringer, Hospice of the North Shore

Richard Thal, Jamaica Plain Neighborhood Development Corporation

Ben Thompson, STRIVE

Susan Todd, Pathways for Children, Inc.

Bill Walczak, Codman Square Health Center

Stephanie Ward, JRI-Meadowridge

Lydia Watts, Greater Good Consulting

Greg Zaff, National Urban Squash and Education Association

Mission Statement

The mission of the Institute for Nonprofit Management & Leadership is to educate and connect the next generation of nonprofit leaders.

Program Content

The core curriculum combines traditional classroom and small group learning, providing students with an opportunity to apply newly acquired skills and theory immediately to their workplace environment. There are two seminars: the Management Seminar, consisting of 21 two hour sessions that survey the fundamentals of management and leadership; the Practice Seminar, also 21 two hour sessions, conducted in groups of seven, and providing the opportunity to try out and personalize the themes of the Management Seminar through the discussion of live cases from the participants' home organizations.

Over the course of twenty-one sessions, participants are introduced to broad leadership and organizational development frameworks essential to leading in today's changing environment. In addition, participants also gain practical skills in areas such as financial management, marketing, the strategic use of technology, and fundraising.

Ongoing Peer Network

The Certificate in Nonprofit Management and Leadership supports an alumni network of program participants, mentors, and faculty. The network is built during the program and nurtured during the following years, as participants continue to develop their careers.

Board of Advisors

Hubie Jones, Dean Emeritus, Boston University School of Social Work
Peter Karoff, Former Founder & President, The Philanthropic Initiative
Melinda Marble, Deputy Director, Barr Foundation
Claudio Martinez, Executive Director, Hyde Square Task Force
Greeta Pradhan, Director of Programs, New Economy Initiative, The Boston Foundation
Bill Walczak, CEO, Codman Square Health Center

Management Seminar 2010-2011 Planned Curriculum Topics

Module 1: "Telling Your Organizational Story"	
Session 1	Presentation to Board of Directors
Session 2	Presentation to Funders
Module 2: Managing People and Organizations	
Session 3	Hiring and Developing Individuals
Session 4	Building and Managing Teams
Session 5	Building and Sustaining the Management Relationship
Session 6	Project Management
Session 7	Managing for and with Diversity
Session 8	Building and Managing Board of Directors
Module 3: Managing and Building Resources	
Session 9	Financial Literacy
Session 10	Budgeting: Financial Storytelling
Session 11	Financial Management 101: Planning and Accountability
Session 12	Fundraising
Session 13	Resource Exchange
Module 4: Strategic Movement	
Session 14	Mission and Vision in Leadership and Organization Development
Session 15	Evaluation and Learning
Session 16	Strategy and Competitive Advantage
Session 17	Marketing and Branding Your Organization
Session 18	Building and Managing an Organization from the Ground Up
Session 19	Strategy and Innovation
Session 20	Managing Change
Session 21	Fit and Alignment in the Nonprofit Organization

Testimonials

"One of the greatest benefits I've found so far with the Institute is that bit by bit, the way I think about and approach my daily work is becoming more sophisticated. It's sometimes hard to pinpoint the moment when you realize you've learned something. With this course, I find there is a cumulative benefit that is allowing me, over time, to approach my complex work using better tools, thinking in a more holistic way and acting more effectively on all levels."

**Erica Schwartz, Executive Director
Watch CDC**



"I have never received any formal training or preparation to become an Executive Director, and suddenly found myself in the role and having to 'learn by the seat of my pants.' The INML program was a great opportunity to learn not only 'traditional' aspects/skills of an E.D. via the practice seminars, but it offered the experience of networking and learning from other peers, a community of practice via the case seminars."

**Mechilia Eng,
Executive Director
Boys and Girls Clubs of
Middlesex County**

"This was a very powerful course – it certainly provided a fresh take on material I knew, presented lots of information I did not know and challenged me to take a different look at how I manage. It also dared me try new ways to be a manager – that is not something that I have been challenged to do in a while. Thank you."

**Sarita Rogers,
Director of Home Visiting
Commonwealth of
Massachusetts**

"Before I took this program, I was satisfied being a manager with someone above me, and never thought I'd want to be the top person, the leader. Now, with the things I've learned and the confidence I've gained, I can imagine taking on that role."

**Meredith Levy,
Director of "Community, Power, and Resources"
Somerville Community Corporation**



Admissions

To be considered for the Certificate in Nonprofit Management and Leadership, students must be currently employed in the nonprofit sector. The Admissions Committee will review all complete applications. Applicants will be notified about their admission status on a rolling basis. Applications received after the application deadline will be considered on a space-available basis. Applications will be acknowledged promptly by email. If you have not received an acknowledgment within two weeks of the date you submitted your application, please contact us.

A completed application consists of: a current resume, a completed application form, and two recommendations. One of the recommendations should be from your current Board Chair or Executive Director. The second recommendation should be from a peer or someone who knows your professional work. Applications can be obtained at: www.bu.edu/inml.

Completed application and recommendations should be mailed to:
Executive Leadership Center
Boston University School of Management
c/o Certificate in Nonprofit Management Admission Committee
595 Commonwealth Avenue, Office 404
Boston, MA 02215
Email: elc@management.bu.edu
Phone: 617.353.4248

For further questions, please contact Barry Dym at 617.899.6550.

Dates & Fees

2010/2011 Dates

Early Application Deadline: May 4, 2010 Final Application Decision: June 29, 2010
Early Application Decision: May 25, 2010 Courses Begin: October 5, 2010
Final Application Deadline: June 1, 2010 Graduation: May 3, 2011

Fees

Full tuition for the Certificate in Nonprofit Management and Certificate program is \$7,800.00 per program participant. Tuition may be paid by the individual or subsidized partially or fully by the nonprofit organization employing the participant. Full payment is due prior to the start of the program. Please refer to the Application for payment instructions. Scholarships in the amount of up to \$5,000.00 are available to qualified participants. For details on these opportunities, please visit <http://bu.edu/inml> or contact the Executive Leadership Center staff at 617.353.4248.



Boston University School of Management
Executive Programs

SUPPORTERS:



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