STRATEGIC PERSPECTIVES IN NONPROFIT MANAGEMENT (SPNM)
WWW.EXED.HBS.EDU/PROGRAMS/SPNM/

Offered by the HBS Social Enterprise Initiative

Program Objectives
This intensive six-day program equips you with the expertise to anticipate and master the requirements of nonprofit leadership. Focused on how change and shifting economic realities affect organizations, the program will help you understand core management concepts, strategically apply those concepts to your organization, and successfully manage change in response to internal and external forces.

Curriculum
The broad-based HBS learning approach—including cases, faculty presentations, and group exercises—fosters the exploration of critical issues facing nonprofit executives. Peer consultations enable you to apply classroom learning to specific issues within your organization.

Topics include:
- Identifying customers and constituencies, understanding their needs, and improving service
- Assessing financial performance, establishing fiscal accountability, and measuring performance
- Creating strategic collaborations with other organizations
- Identifying characteristics of high-performing nonprofits
- Developing a successful partnership with the board
- Defining your mission and mobilizing resources for change
- Managing for sustainability and growth

Participant Mix
This program is tailored to nonprofit chief executive officers and executive directors responsible for shaping the direction, mission, policies, and major programs of their organizations. Past participants have represented a wide variety of nonprofit sectors and typically come from organizations with operating budgets in excess of $1 million.

Anticipated Faculty
Lynda M. Applegate, Julie Battilana, Ryan W. Buell, Herman B. “Dutch” Leonard (faculty chair), F. Warren McFarlan, and V. Kasturi Rangan
Admissions

Application Process – Please visit www.exed.hbs.edu for complete admission requirements and to apply online. The Admissions Committee meets monthly, and admits qualified candidates on a rolling, space-available basis. Early application is strongly encouraged.

Admission Requirements – Admission is selective and based on professional achievement and organizational responsibility. No formal educational requirements apply. Executive Education programs enhance the leadership capacity of the managers enrolled as well as their organizations, and HBS expects full commitment from both. While participants devote time and intellect to the learning experience, sponsoring organizations agree to relieve individuals of their work responsibilities during the program.

Program Fee – The program fee covers tuition, books, case materials, accommodations, and most meals. Payment is due within 30 days of the invoice date. If admission is within 30 days prior to the start of the program, payment is due upon receipt of the invoice. Cancellation policies are outlined in the information provided to applicants upon admission.

Connect With Us

For more information, please contact our Client Services team at:

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