



Neighborhood Reinvestment Corporation

ADVANCED PRACTITIONER PROGRAM

"Where experts come to learn and perform"



Achieving Excellence Program

Contemporary Issues

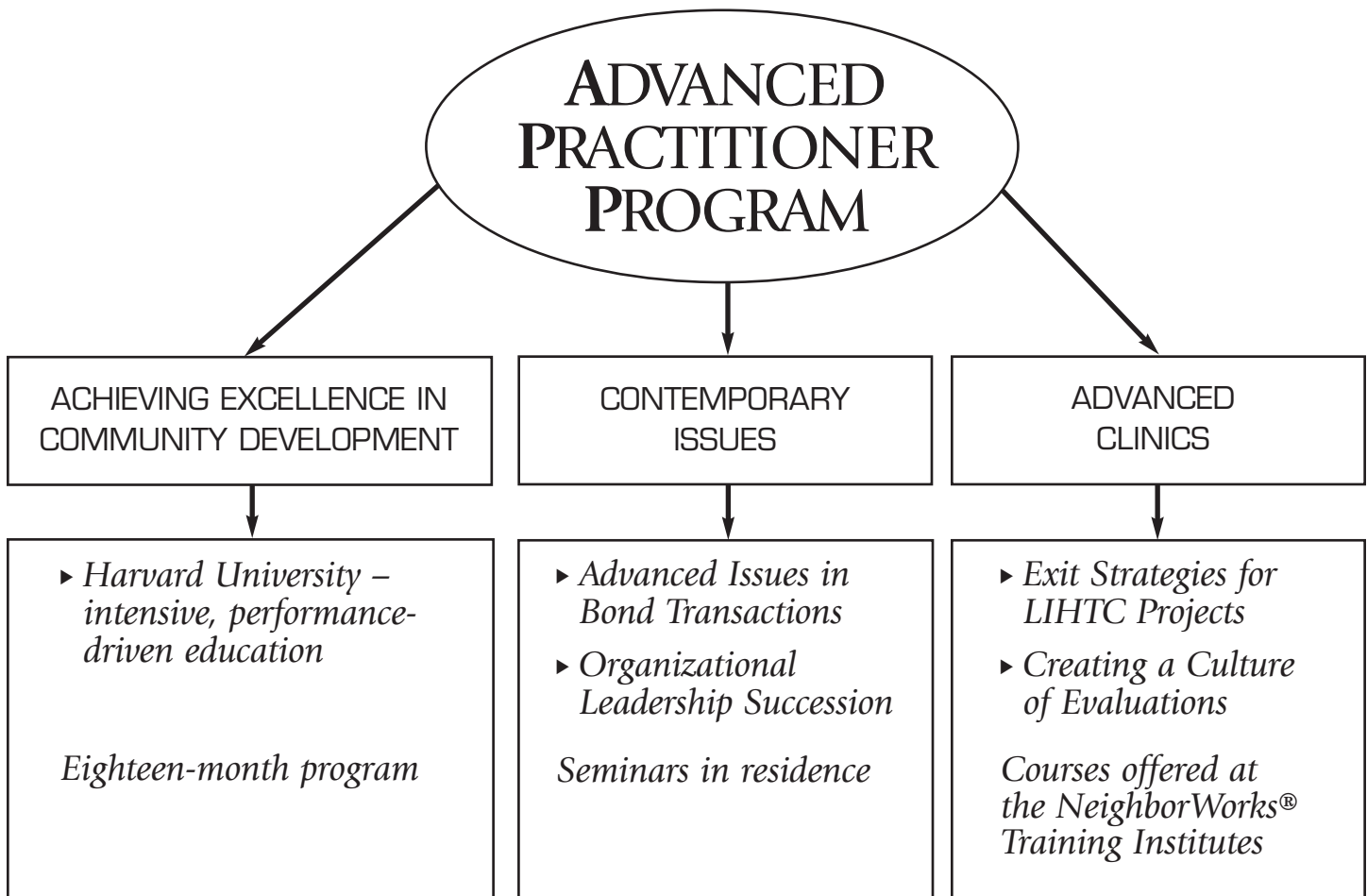
Advanced Clinics



The APP is made possible by the Neighborhood Reinvestment Corporation with support from the Fannie Mae Foundation.



ELEMENTS OF THE APP



The Advanced Practitioner Program (APP) is Neighborhood Reinvestment's expanding curriculum for seasoned community development practitioners and their board members. APP courses are designed to meet the needs of busy and successful professionals; all learning is applied and performance-based. For more information about the courses offered through APP, please visit www.nw.org/training or complete and return the form at the back of this booklet to receive regular updates. New courses and offerings will be announced as they become available.

ACHIEVING EXCELLENCE

is a performance-driven educational program for seasoned executive directors in community development organizations. The 18-month program includes three formal sessions through Harvard University as well as intensive cohort mentoring and coaching under the direction of Douglas K. Smith, renowned consultant on performance driven organizational change. At the beginning of their tenure in the program, participants select specific and significant challenges facing their organizations, for which solutions would dramatically and fundamentally change not only how their organizations do business, but also provide the impetus for change across the field of community development. This is the only comprehensive, intensive training of its kind.

Participants

Forty-five professionals are chosen after a highly competitive selection process; only top-tier, very experienced executives will be admitted. For its inaugural class, which will conclude in February 2004, *Achieving Excellence* participants hailed from the spectrum of community-based entities, from smaller housing- focused organizations with budgets of less than \$600,000 to large comprehensive nonprofit organizations with budgets in excess of \$33 million. Any executive director serving the field of community development is eligible to participate; participants from NeighborWorks® organizations are encouraged to apply.

Course of Study

At the beginning of the program, participants each define a fundamental organizational and personal challenge as well as a strategy with defined outcomes for which they will be evaluated at the end of the program. It is essential that both the executives and their organizations agree on the challenge and the commitment it will require to overcome it. Over an 18-month period, practitioners attend 10 days of coursework (over three separate intensive sessions) at the Hauser Center for Nonprofit Organizations at Harvard University. Course content, which is specifically focused around community development case studies, includes strategic analysis, theories of leadership, performance measurement, community building, negotiations, and organizational alignment. Executives will apply the lessons from the three Harvard sessions, draw regularly on the

advice and counsel of their colleagues, and interact with a broad-based team of consultants, as well as a personal coach to achieve greater organizational effectiveness.

Outcomes

Each executive will dramatically improve his or her performance and the organization's impact in a way that positions the organization for the next five to 10 years. The outcomes must be measurable; the impact will be substantial. Taken together, these outcomes offer comprehensive strategies to overcome constant challenges facing the community development industry. Specific strategies and best practices will be catalogued and widely available in the following areas:

- ▶ Organizational Capacity-Building
- ▶ Program Growth/Effectiveness
- ▶ Partnership Development
- ▶ Leadership Development
- ▶ Resource Development
- ▶ Public Education Campaigns
- ▶ Neighborhood Revitalization
- ▶ Regional Approaches
- ▶ Market-Adaptive Approaches
- ▶ Public Policy
- ▶ Community Engagement

Cost

The tuition fee of \$5,000 includes all instruction, course materials, meals and lodging during the three Harvard sessions as well as coaching during the 18 months of working on their challenges — a real value of more than \$25,000 per participant! This program is highly subsidized by Neighborhood Reinvestment Corporation, Fannie Mae Foundation, and other sponsors. *Some scholarships may be available.*

CALENDAR: Achieving Excellence in Community Development

- ▶ March 15, 2004: Participants' applications due.
- ▶ May 2004: Notifications of acceptance mailed.
- ▶ August-September TBD, 2004: Program begins with an intensive course of study at Harvard University.
- ▶ February 2006: Program commencement

CONTEMPORARY ISSUES

The Contemporary Issues (CI) Program comprehensively addresses particular critical issues that impede maximum effectiveness at community-based development organizations. These two- to three-day courses offer very senior staff the opportunity to glean knowledge from faculty/experts, and learn from the experiences of colleagues in an intimate and confidential setting. CI courses are developed in collaboration with practitioners, academic faculty, and consultants, and require significant preparatory and follow-up efforts by participants.

Participants

Up to 30 executive directors or senior staff are chosen for each Contemporary Issues course through a competitive selection process; only experienced, appropriate professionals will be enrolled.

Contemporary Issues participants hail from a spectrum of community development organizations, from large community-based nonprofit organizations, multifaceted organizations revitalizing communities and providing affordable housing, to public housing agencies and housing authorities.

Course of Study

Each two- to three- day course will be offered to a select group of practitioners, often in residence at a university setting. Participants commit to considerable preparation before the course, and intensive follow-up and consultation for six months after the course, during which time they will work on the direct, tangible application of new knowledge, strategies and tools. Current course offerings include:

Advanced Housing Asset Management:

Presented in conjunction with Consortium of Housing and Asset Managers (CHAM). This advanced course in asset management for nonprofit property owners incorporates lessons in ethics, performance standards, evaluations, troubleshooting, tax issues, syndication, liability of partners contract law, marketing, asset management planning, and policies and procedures. The course diagnoses balance sheet issues, analyzes refinancing and restructuring of properties, examines workouts and year 15 issues, and builds an organizational asset management plan. Participants bring detailed information about current real-life projects for analysis, discussion, and presentation to the group.

Advanced Issues in Bond Transactions: Designed for experienced practitioners who are interested in applying their hands-on knowledge to a formal review of bond transactions in community development. By the end of the course, participants will be able to access a wider range of choices in each bond deal; use templates to analyze those choices; compare the advantages and disadvantages of different types of bonds; and understand the particular issues posed by preservation and refunding deals. Participants are required to have conducted at least two bond deals.

Organizational Leadership and Succession:

Designed to provide mature organizations, with long-tenured executive directors and/or board chairs, an opportunity to analyze the organization's vulnerability to leadership change, think about various approaches to leadership change, develop systems to address their organization's situation, and assist those organizations to implement those systems during the six months following the three-day intensive course. This is a program for organizations committed to their ongoing development and excellence, and is not just for organizations that will undergo an imminent leadership change.

Cost

The tuition fee of \$1,000 will include all formal training, course materials, hotel accommodations, some meals and six-months of follow-up with coaches. Tuition fees are highly subsidized by Neighborhood Reinvestment Corporation and other sponsors. *Some scholarships may be available.*

Contemporary Issues 2004

- ▶ Advanced Housing Asset Management (offered in partnership with CHAM)
October 5-9, 2004; Denver, Colorado
- ▶ Advanced Issues in Bond Transactions
Spring 2004; Chicago, Illinois
- ▶ Organizational Leadership and Succession
June 17-20, 2004; The James MacGregor Burns Academy of Leadership, University of Maryland, College Park

ADVANCED CLINICS

The Advanced Clinics (AC) Program offers hands-on courses on timely, relevant, specific issues to a broad audience of experienced, senior staff. These one- or two-day intensive skills-development courses are designed to address particular issues through a highly interactive, clinic approach. Each AC course is available one to two times a year, as appropriate, through the NeighborWorks® Training Institutes.

Participants

An application process ensures that participants have the required experience to make the clinic valuable to all professionals. Each AC course will require participants to submit work in advance and demonstrate understanding of the topic at an advanced level. Limited to 30 participants enrolled in each course. Prospective candidates are encouraged to register early to ensure participation.

Course of Study

Each one- to two-day course will be offered in conjunction with other NeighborWorks® Training Institute classes. Registration in the course includes post-course follow-up via listserv and instruction for participants on how to capitalize on resources available – experts and peers – to resolve issues. Current course offerings include:

Exit Strategies for LIHTC Projects: Evaluate how your Low-Income Housing Tax Credit project is performing compared to initial expectations. Learn whether changes to your strategy are needed to optimize the nonprofit owner's position, especially with regard to purchase of the project at the end of the 15-year compliance period. This course will deal specifically with fair market, exit taxes, and alternatives to continuing partnerships for the full 15 years. Participants are required to bring project documents with them so that discussions and examples focus on the real-life situations facing nonprofit organizations with LIHTC projects.

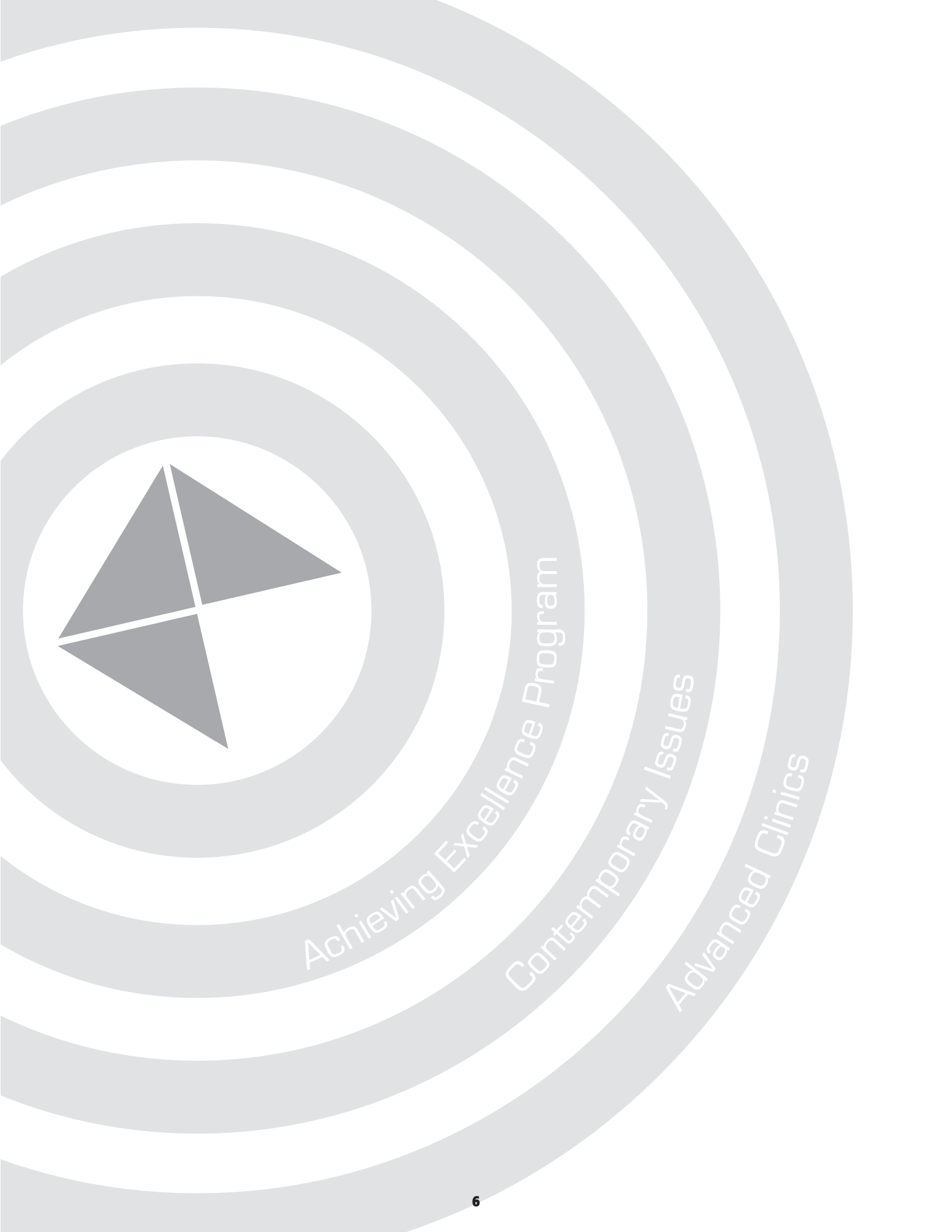
Creating a Culture of Evaluation: Evaluating the Board, Executive Director, and Organizational Performance: Evaluating the executive director is, in effect, an evaluation of an organization's performance. Effective boards evaluate themselves as well. This advanced clinic will explore the approaches and processes the board and the executive director can use to create accountability and improved performance. Participants will exchange information about their current systems and analyze common problems while drawing on the expertise of sophisticated consultants. Some electronic follow-up will be available to participants as they put the lessons from the clinic into practice. Both board presidents and executive directors should plan to attend the clinic. Note: Upon registering for the course, participants will be required to submit information about their current evaluation system. Participants will not be admitted to the clinic until the information has been received and reviewed. Class size is limited to 30.

Cost

The tuition fee of \$175 per day includes all formal training, course materials, continental breakfast, and beverage breaks. The tuition fee is subject to change. This course is highly subsidized by Neighborhood Reinvestment Corporation and other sponsors. *Some scholarships are available.*

Advanced Clinics 2004

- ▶ Exit Strategies for LIHTC Projects
May 6-7, 2004; Minneapolis; NeighborWorks® Training Institute
- ▶ Creating a Culture of Evaluation: Evaluating the Board, Executive Director, and Organizational Performance
February 23-24, 2004; Atlanta; NeighborWorks® Training Institute
August 9-10, 2004; Washington, D.C.; NeighborWorks® Training Institute



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MORE INFORMATION REQUEST FORM

Please contact me with more information about

- ▶ Achieving Excellence in Community Development
- ▶ Contemporary Issues
- ▶ Advanced Clinics

Name _____

Title _____

Organization _____

Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____

E-mail _____

For more information, complete and mail or fax this form, or you may contact

ADVANCED PRACTITIONER PROGRAM
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