



CANDIDATES

Interested individuals at all levels of responsibility may enroll in the Program of Study to earn a Professional Certificate in Management and Leadership. This Program of Study would be particularly appropriate for:

- Executive directors;
- Senior managers;
- Emerging leaders in community development;
- Members of a board of directors;
- Executive committee board members;
- Managers of community development intermediaries;
- Government managers working in community development;
- Funders wishing to gain a better understanding of the demands on an executive director; and
- Community-development educators.

To enroll in the Program of Study toward a Professional Certificate, complete and submit the enclosed enrollment form with the required \$50 enrollment fee. If you need additional copies of this brochure, please call (800) 438-5547 or (202) 220-2454 or e-mail nti@nw.org.

FACULTY

The unparalleled success of the NeighborWorks® Training Institute hinges on the expertise of its faculty to guide new and experienced practitioners through their learning experiences. Faculty members are practitioners, university professors, and/or consultants. All are experts in their fields and bring real-world experiences into the classroom.

NeighborWorks® Training Institute recognizes the uniqueness of the adult-learning process and has faculty who are trained in adult education methods. For up-to-date biographical information on faculty, visit www.nw.org/training.

COURSE REGISTRATION

Participants in the Professional Certificate Program register for Program of Study courses in the same manner as for all other courses at the NeighborWorks® Training Institute. Tuition for each course includes classroom instruction, materials, special afternoon workshops, and networking opportunities. Some scholarships may be available, and multiple individuals registering from the same organization may be eligible for discounts. Consult the Training Institute brochure or web site (www.nw.org/training) for details on registration costs and deadlines. To have a Training Institute brochure faxed or mailed to you, please call (800) 438-5547 or (202) 220-2454 or e-mail nti@nw.org.

Neighborhood Reinvestment Corporation, a national nonprofit organization, was created in 1978 by an act of Congress to revitalize America's older, distressed communities. It accomplishes this through two means: establishing and supporting a national network of local nonprofit organizations called NeighborWorks® organizations, and broadly disseminating quality tools and education for community development.

Since 1988, Neighborhood Reinvestment Corporation's Training Division has provided intensive core and specialized education and training in community development through its NeighborWorks® Training Institute to more than 25,000 professionals, including practitioners, board members, policymakers, public officials, lenders, developers, consultants, nonprofit directors, community organizers, project managers, nonprofit staff, new and well-seasoned professionals, rural and urban dwellers, leaders, activists, innovators, and achievers from every part of this country.

In 2001, Neighborhood Reinvestment Corporation introduced the Professional Certificate Programs of Study to further encourage professional and organizational capacity within the community development field. Professional Certificates are available by successfully completing coursework and subsequent evaluations offered at Training Institutes in the following Programs of Study:

- Affordable Housing
- Certified Housing Asset Manager (CHAM™) - Professional Designation
In partnership with The Enterprise Foundation, Local Initiatives Support Corp. (LISC), and Neighborhood Reinvestment Corp.
- Community Building and Organizing
- Community Economic Development
- Construction and Production Management
- Home Ownership and Community Lending
- Management and Leadership
- Neighborhood Revitalization

For additional information, contact:

**Neighborhood Reinvestment Corporation
Training Division**

1325 G Street, NW, Suite 800
Washington, DC 20005
(800) 438-5547 or (202) 220-2454
(202) 376-2168 fax
nti@nw.org
www.nw.org/training



Neighborhood Reinvestment Corporation

Management and Leadership

PROFESSIONAL CERTIFICATE

A Program of Study designed exclusively to help the managers and leaders of community-development organizations develop the skills, tools, and knowledge to achieve success for their organizations and communities



NeighborWorks
Training
Institute



Management and

Professional Certificate Program of Study

**Comprehensive
training to develop
management and
leadership skills for
the hard work of
community
development**

MANAGEMENT AND LEADERSHIP

As a leader in your organization and your community, you recognize that successful development is more than just “bricks and sticks.” Success in community development is the culmination of staff development, community outreach, coaching, policy initiatives, relationship building, resource development, and much more. To achieve success, you as a leader must make the most of limited resources — financial resources as well as your time and your staff’s time.

By progressing through the Neighborhood Reinvestment Corporation’s series of Management and Leadership courses, you will learn to plan for the future strategically and competitively; to better communicate and work with your staff and board; to evaluate the success of your programs and your organization as a whole; to develop the resources necessary for maintaining and improving your products and services; to better understand your organization’s finances and how to use the information from financial statements as decision-making tools.

The Neighborhood Reinvestment Corporation’s Training Division has designed a curriculum to help staff, managers and officers meet these challenges. Through the Management and Leadership Program of Study, participants who successfully earn the Professional Certificate will have gained the knowledge and tools necessary to lead themselves, their organizations, and their communities toward positive change.



Leadership



EDUCATION WITH RESULTS

The Management and Leadership Program of Study consists of a series of courses that together provide the theoretical framework, specialized tools, and technical skills necessary to successfully lead a dynamic community development organization in an ever-changing and increasingly competitive environment.

As a Program of Study candidate, you will earn your Professional Certificate by successfully completing a series of carefully designed courses to help you most effectively:

- Develop strategies to improve your strategic, personnel, and operational management capabilities;
- Understand organizational position, including current and optimal direction, and the partners needed to reach organizational goals;
- Increase outcome effectiveness by creating results-oriented goals and incorporating evaluation tools;
- Create strategic and business plans that are responsive to ever-changing and increasingly competitive environments;
- Oversee and ensure effective financial management;
- Implement appropriate human resource management and financial resource development strategies;
- Enhance skills to exercise leadership for increased impact and effectiveness; and
- Mobilize communities toward positive change by making the best use of available resources.

The Program of Study emphasizes a hands-on approach, combining your experience with lecture, case studies, site visits, small-group exercises, and other participatory methods. Emphasis is placed on peer learning, critical thinking, organizational assessment, and action planning for results.



Need additional information about enrollment in a Program of Study, the calendar of training opportunities, or course requirements? See www.nw.org/training or contact NeighborWorks® Training Institute at (800) 438-5547, (202) 220-2454 or nti@nw.org.

EARN A PROFESSIONAL CERTIFICATE:

Strengthen your capacity to effectively manage and lead.

**MANAGEMENT AND LEADERSHIP
PROGRAM OF STUDY ENROLLMENT FORM**

Please complete this application and return it with the \$50.00 enrollment fee to Neighborhood Reinvestment Corporation at the address below. Please complete all blanks (use N/A if a section does not apply) and print clearly. Forms are not complete without the fee.

Name: Ms. Mr. _____

Position Title: _____

Organization: _____

Organization Address: _____

City _____ State _____ Zip _____

Office Phone: _____

Office Fax: _____

Office E-mail: _____

Home Address: _____

City _____ State _____ Zip _____

Home Phone: _____

Home Fax: _____

Personal E-mail: _____

Where would you like to be contacted? Office Home

Why do you seek enrollment? Professional development General interest

Required by supervisor Increase organizational credibility

Required by funding source Increase skills for a specific project/program

How long have you been in your current position? _____

How long have you been in this field? _____

What is the highest level of education you have completed?

Some high school High School Diploma/GED Some college

Bachelor's Degree Master's Degree Doctoral Degree

Please list any degrees or professional certificates you have earned:

Which sector do you represent? Public Private Nonprofit

Are you affiliated with a NeighborWorks® organization? Yes No

PAYMENT INFORMATION

Professional Certificate enrollments will not be processed without the \$50 fee.

Check enclosed (payable to Neighborhood Reinvestment Corporation).

Check # _____

Purchase Order Enclosed. Purchase Order Number _____

Charge my Credit Card: Visa Mastercard American Express

Card Number _____ Exp. Date _____

Name as it appears on the card _____

Authorized signature _____

Please return this form and the \$50 nonrefundable enrollment fee to Neighborhood Reinvestment Corporation, Department 167, Washington, DC 20055-0167, or fax it to (202) 376-2168. For more information, please call (800) 438-5547 or (202) 220-2454 or e-mail nti@nw.org.

**MANAGEMENT AND LEADERSHIP
EARNING A PROFESSIONAL CERTIFICATE**

Professional Certificates in Management and Leadership will be awarded to individuals who successfully complete the required coursework and evaluation process within four years of application to the Program of Study. It is possible to complete all Professional Certificate requirements in as few as four institutes depending on course scheduling. With prior approval by Training Division staff, candidates may receive credit for relevant courses taken no more than two years prior to enrollment in the Program of Study.

Program of Study courses are open to all Training Institute participants, but in order to be eligible for the Professional Certificate, candidates must complete and submit an application to enroll formally in the Program of Study. See the enrollment form included in this packet.

NEIGHBORWORKS® TRAINING INSTITUTES

2004

February 23-27	Atlanta
May 3-7	Minneapolis
August 9-13	Washington, D.C.
December 13-17	New Orleans

For a list of Management and Leadership Program of Study courses that will be offered at each Training Institute, please visit www.nw.org/training or call (800) 438-5547 or (202) 220-2454 or e-mail nti@nw.org for more information.

MANAGEMENT AND LEADERSHIP PROGRAM OF STUDY COURSES

For the most up-to-date listing of Program of Study courses, visit www.nw.org/training.

While you are not required to take the courses in the order listed, this progression is recommended.

REQUIRED COURSES:

- ML101 Critical Thinking Skills (2 days)
- ML160 Competitively Positioning Your Organization for the Future (1 day)
- ML120 Strategic Thinking and Planning (2 days)

- ML170 Laying a Foundation for Fundraising (2 days)
- OR
- ML175 Resource Development for Emerging Nonprofits (2 days)

- ML250 Achieving Organizational Success through Financial Management (3 days)
- ML141 Fundamentals of Board Oversight and Governance (3 days)
- ML130 Human Resource Management and Development (2 days)
- ML162 Marketing Programs and Organizations (2 days)
- ML290 Leadership for Executive Directors and Senior Managers (1 day)

- ML292 Managing Your Nonprofit for Results (2 days)
- OR
- ML293 Proving the Results and Impact of Your Community Development Work (2 days)

Candidates must successfully complete a final practicum — details will be provided upon successful completion of the above listed courses.