

JOHN F. KENNEDY SCHOOL OF GOVERNMENT serves the public interest by preparing leaders for service to society through scholarship and collaboration that contributes to the solution of public problems.

**Executive Education** programs at the Kennedy School serve senior public officials, nonprofit executives, and corporate officers whose work directly addresses the public good. Our mission is to advance the public interest by training skilled, enlightened leaders to solve public problems using best practices, world-class scholarship, and practical management techniques.

There are more than forty course offerings in fields such as negotiation, conflict management, economics, crisis management, finance, and public policy. Specific programs may be tailored to serve the distinctive needs of different branches of government, as well as the nonprofit and private sectors.

**The Hauser Center for Nonprofit Organizations** is a university-wide research center at Harvard University that pursues dispassionate research and education, promoting critical thinking about the importance, roles, and performance of civic organizations. While the name speaks specifically to the nonprofit sector, the Center's research has expanded over the years to include other organizations of civil society as well.

The Hauser Center comprises a community of Harvard researchers, faculty, staff, students, and practitioners linked to similar individuals in the U.S. and around the world. The Center's work is disseminated through publications, conferences, seminars, lectures, courses, and scholarly testimony before public bodies at the international, national,

and local levels. In order to produce the highest quality research, the Center's community represents a broad range of disciplines, intellectual approaches, and interests. This approach best reflects the breadth of the field and allows the Center to draw from and build upon a fuller range of experiences, perspectives, and frameworks.

**The Kokkalis Program on Southeastern and East-Central Europe** is based at Harvard University's John F. Kennedy School of Government, and is focused on enhancing the quality of stability, democracy, prosperity, and institutional vitality in Southeastern and East-Central Europe. The Kokkalis Program supports an integrated network of educational, research, and outreach activities that prepare individuals for leadership roles in public service and bring together practitioners, scholars, and students to encourage enterprising solutions to contemporary policy challenges facing the region.

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## CONTACT INFORMATION

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## ADMISSION

### *Application process*

Please visit [www.harvardEE.org/NGO](http://www.harvardEE.org/NGO) for details on program dates, application deadlines, tuition, and to apply for *Strategic Management for Leaders of Non-Governmental Organizations*.

Early application is encouraged as qualified candidates are admitted on a rolling, space-available basis and programs often fill to capacity. Because of the interactive nature of this program, the number of participants is limited.

Applications received after the deadline will be considered only if space remains in the class.

### *Admission requirements*

Admission to the program will be made on a competitive basis and is based on professional achievement and organizational responsibility. No formal educational requirement is required, but fluency in reading and speaking English is a necessity for the program.



## STRATEGIC MANAGEMENT FOR LEADERS OF NON-GOVERNMENTAL ORGANIZATIONS

*A program offered at the Athens Institute of Technology in Athens, Greece, by Harvard University's  
John F. Kennedy School of Government in collaboration with the Kokkalis Foundation.*



John F. Kennedy School of Government Executive Education

# Harvard

*An intensive Executive Education program designed for senior executives in non-governmental organizations committed to improving the performance of their organizations.*

## THE CURRICULUM

The program will include the following topics:

- Strategy and marketing
- Business planning and fundraising
- Accountability, networks, collaboration
- Financial management
- Governance as leadership

For each topic, participants will be introduced to a set of frameworks in a case reading or discussion. Participants will then have the opportunity to consider its relevance for their organizations and discuss in small and large group settings.

This program will include a substantial amount of small group work, providing a valuable opportunity to form a network of partnerships among colleagues in regional nonprofit organizations.



As Southern and Eastern Europe has undergone dramatic political and economic changes in the past two decades, the civil society sector has experienced a rapid metamorphosis. While non-governmental organizations (NGOs) were virtually nonexistent during the Cold War era, thousands of domestic and international NGOs of all sizes began operating in the region in the 1990s, establishing a vibrant civil society sector to accompany new government regimes and economic development. After this rapid expansion, the sector is now consolidating, and NGOs face the challenge of defining sustainable roles in service provision, advocacy, and policy. *The Strategic Management for Leaders of Non-Government Organizations* program is designed to give NGO leaders the tools, perspectives, and frameworks needed to engage constituent communities and cultivate long-term partnerships and commitments. Through cutting-edge research, case studies, and presentations tailored to the unique needs of NGOs in this region, this program illuminates the many different facets of society relevant to leaders of civil society organizations.

## THE PROGRAM

This inaugural *Strategic Management for Leaders of Non-Government Organizations* program will be offered by the John F. Kennedy School of Government through its Executive Education programs, the Hauser Center for Nonprofit Organizations, and the Kokkalis Program on Southeastern and East-Central Europe.

*Strategic Management for Leaders of Non-Governmental Organizations* is a four-day program designed and taught by Harvard faculty and researchers and offered at the Athens Institute of Technology in Athens, Greece, in collaboration with the Kokkalis Foundation and other partners in the region.

The core of the Kennedy School teaching style is the case method, a tool pioneered at Harvard and used extensively in Kennedy School degree programs and Executive Education. Each case is a real-life situation that stimulates participants to think through problem-solving methods and possible solutions to actual situations. By investigating successes and failures of real people in real situations, participants draw lessons relevant to their own professional experiences and challenges. The broad range of perspectives at the Kennedy School enriches this learning process, adding useful insights into the task of decision-making in a diverse and complex environment.

## TEACHING TEAM

This program will be developed and taught by Harvard University faculty who are renowned academics, accomplished educators, innovative researchers, authors and practitioners. The program team has firsthand knowledge of the practical problems facing nonprofit executives and a deep understanding of the skills and knowledge needed to address those challenges. The program will combine real-world, practical experience with the latest research and theory to provide participants with a balanced and thorough assessment of policy challenges and solutions in the nonprofit environment.

*Faculty for the program will include:*

*Christine Letts – Faculty Chair  
Associate Dean for Executive Programs  
Rita E. Hauser Lecturer in the Practice of Philanthropy and Nonprofit Leadership*

*L. David Brown  
Lecturer in Public Policy  
Director of International Programs at the Hauser Center for Nonprofit Organizations*

*Tiziana Dearing  
Executive Director  
Hauser Center for Nonprofit Organizations*

*William Ryan  
Research Fellow  
Hauser Center for Nonprofit Organizations*

## WHO SHOULD APPLY

*Strategic Management for Leaders of Non-Governmental Organizations* is designed for NGO leaders in Southeastern Europe, the Eastern Mediterranean, and the Middle East region who are committed to improving the performance of their organizations.

Tuition support for participants will come from institutional partners and third-party funding sources.

