

The *Strategic Management for Leaders of Non-Governmental Organizations* program is 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.

THE 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 bring together today's government, corporate, and nonprofit leaders from around the globe to develop the skills they need to create public value in solving society's most pressing problems.

**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 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 and beyond. 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.



## ADMISSION

To apply for *Strategic Management for Leaders of Non-Governmental Organizations* or to receive information on program dates, application deadlines, and tuition, please visit [www.harvardEE.org/ngo](http://www.harvardEE.org/ngo).

Because of the interactive nature of this program, the number of participants is limited. Early application is encouraged as qualified candidates are admitted on a rolling, space-available basis and programs often fill quickly. Applications received after the deadline will be considered only if space remains in the class.

Admission to the program is competitive and is based on professional achievement and organizational responsibility. Though there is no formal educational requirement, **fluency in written and spoken English is a necessity for the program**. Applicants from Southeastern and Eastern Europe, the Eastern Mediterranean, and the Middle East regions are strongly encouraged.

## CONTACT INFORMATION

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# NGGO

## STRATEGIC MANAGEMENT FOR LEADERS OF NON-GOVERNMENTAL ORGANIZATIONS

*A program held in Athens, Greece, by Harvard University's  
John F. Kennedy School of Government*

John F. Kennedy School of Government Executive Education  
**Harvard**



## THE PROGRAM

The *Strategic Management for Leaders of Non-Governmental Organizations* program is designed to give NGO leaders the tools, perspectives, and frameworks needed to strengthen their organizations, 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, this program provides the skills NGO leaders need to make informed and strategically sound decisions.

*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 Information Technology institute (AIT) in Athens, Greece, in collaboration with the Kokkalis Foundation and other partners in the region.

[www.harvardEE.org/ngo](http://www.harvardEE.org/ngo)

## THE LEARNING MODEL

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. By investigating the successes and failures of real people in real situations, participants draw lessons relevant to their own professional experiences and challenges.

## THE CURRICULUM

*The program will include the following topics:*

- *Business and strategic planning.*
- *Partnership and collaboration.*
- *Performance measurement and maintaining organizational focus.*
- *Governance as leadership.*
- *Accountability: beginning and developing a committed and engaged constituency.*

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 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.

*“There is a huge demand for nonprofit executive education. Relative to other management education, it’s a field that is still developing. Our goal is to bring the educational models we’ve developed to leaders worldwide, rather than only delivering these models in Cambridge.”*

*- Christine Letts, Faculty Chair  
Senior Associate Dean for Executive Education  
Rita E. Hauser Lecturer in the Practice of Philanthropy  
and Nonprofit Leadership*

## ABOUT THE FACULTY CHAIR



Christine Letts is the Senior Associate Dean for Executive Education and the Rita E. Hauser Lecturer in the Practice of Philanthropy and Nonprofit Leadership at the John F. Kennedy School of Government at Harvard University. She has extensive experience in private, nonprofit, and public management. Letts joined the faculty of the Kennedy School in 1992 and teaches courses in nonprofit leadership and philanthropy to both degree and Executive Education students. After

graduating from Connecticut College with a degree in history, she started her career working in New York City government. After receiving her MBA from Harvard Business School in 1976, she joined Cummins Engine Company in Columbus, Indiana and spent 12 years in labor relations and manufacturing management roles, the last of which was Vice President - Columbus Plant Operations. In 1988, Letts became the first Secretary of the Indiana Department of Transportation, and later led the Indiana Family and Social Services Administration, a new agency formed from the three existing departments of Social Services, Welfare, and Mental Health. At the Kennedy School, Letts participated in the founding of the Hauser Center for Nonprofit Organizations in 1995. She coauthored *Virtuous Capital: What Foundations Can Learn from Venture Capitalists* (Harvard Business Review 1997), *High Performance Nonprofit Organizations* (John Wiley and Sons 1999), and *Social Entrepreneurship and Societal Transformation* (The Journal of Applied Behavioral Science September 2004). Letts’ research interests include high engagement philanthropy and the value exchange between nonprofit organizations and funders.

## TEACHING TEAM

This program is designed and taught by Harvard University faculty who are renowned academics, accomplished educators, innovative researchers, authors, and practitioners. The faculty have 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 combines 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.

## WHO SHOULD APPLY

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

Qualified applicants are strongly encouraged to apply, as tuition support for participants may be available from institutional partners and third-party funding sources. For more information please visit [www.harvardEE.org/ngo](http://www.harvardEE.org/ngo).