

# HBS Social Enterprise Executive Education Scholarship Process 2020 Information for HBS and Harvard Alumni Clubs



Dear HBS and Harvard Alumni Club Scholarship Liaisons:

Thank you for your interest in providing scholarships to nonprofit leaders in your community to attend HBS Social Enterprise Executive Education programs in 2020. In the last five years alone, support from HBS and Harvard alumni clubs has enabled over 300 social sector leaders to attend these programs. These scholarships allow clubs to have yet another impact on their local community and to share the HBS experience with a mission-driven organization.

We offer three programs tailored to nonprofit organizations and social enterprises:

- *Performance Measurement for Effective Management of Nonprofit Organizations (PMNO)*, for senior nonprofit leaders responsible for performance measurement, in June;
- *Strategic Perspectives in Nonprofit Management (SPNM)*, for nonprofit CEOs and executive directors, in July; and
- *Governing for Nonprofit Excellence (GNE)*, for nonprofit board leaders, in September.

Since SPNM, GNE, and PMNO were launched in 1995, 1996, and 2001, respectively, they have been attended by over 6,200 social sector practitioners collectively.

These programs provide a unique opportunity for nonprofit leaders to step back from their day-to-day roles, share experiences and insights with peers and HBS faculty, and explore proven ways for their organizations to achieve high performance. Participants have the opportunity to connect with nonprofit leaders from a broad range of sectors and geographies, with approximately a third of participants in each program coming from outside of the United States. Post-program evaluations are overwhelmingly positive, and follow-up discussions indicate that participants are actively applying concepts and skills from the programs.

In this document you will find details on the programs and on the scholarship outreach and admissions process. We'd like to highlight a couple of points for this year:

1. *Eligibility criteria:* A significant change for 2020 is that SPNM candidates no longer need to have been in their role for one year in order to participate in the program. As long as candidates are in their role by the program start date, they may apply. Before nominating a candidate, please check the admissions criteria for the relevant program (see "Who is right for this program?" on pages 2-4).
2. *Diversity:* Bringing together an inclusive array of perspectives is a major strength of our programs and of great value to our participants. We sincerely appreciate the efforts of the Clubs to help us convene a cohort that reflects the diversity of the social sector.

We look forward to working with you in 2020. Please feel free to be in touch with any questions; I can be reached at 617-384-5939 or [sappleby@hbs.edu](mailto:sappleby@hbs.edu).

Best regards,  
Sarah Appleby, on behalf of the HBS Social Enterprise Initiative (SEI) team

# PERFORMANCE MEASUREMENT FOR EFFECTIVE MANAGEMENT OF NONPROFIT ORGANIZATIONS (PMNO)

June 2 – 5, 2020 | \$5,100 | Harvard Kennedy School Campus

The PMNO program enables nonprofit leaders to address the challenging work of measuring the performance of nonprofit organizations. This three-day program focuses on aligning mission and strategy through performance measurement, with sessions on innovation and organizational learning, generating evidence about an intervention's effectiveness, building a culture of performance measurement, and managing for collective impact.

## WHO IS RIGHT FOR THIS PROGRAM?

### Candidates

- Candidates must be **senior nonprofit leaders** responsible for implementing effective performance measurement and management in their organizations. Roles can include CEO, ED, board member, COO, CFO, CIO, and others.
- Team participation (multiple representatives from one organization) is allowed in PMNO.

### Organizations

- **Size:** Have at least 5-6 full-time employees and an annual operating budget of at least \$1 million.
- **Stage:** Have been fully operational for at least one year and be out of the start-up phase (please note: this can often take several years to accomplish).

As a sponsor, you may set supplemental selection criteria. We encourage you to evaluate candidates based on their ability to impact both the organization and your community.

PMNO alternates every two years between the HBS campus and the Harvard Kennedy School campus. PMNO 2020 will take place on the HKS campus.

Please note that the PMNO title will be changing in the future to *Performance and Innovation in Nonprofit Organizations (PINO)*. The program's curriculum has over time evolved to include more on using performance measures to drive innovation and learning within nonprofit organizations, and the new title reflects this shift.

*Visit the links below for further details on curriculum, faculty, and the program experience:*



[PMNO program website](#)



[FACULTY INSIGHTS: PERFORMANCE  
Faculty blog post](#)



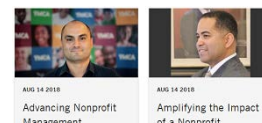
["Investing in Change" video](#)



[PMNO brochure](#)



[MAKING DONOR DOLLARS WORK: MEASURING  
Participant blog post](#)



[Participant stories](#)

### Deadlines

- By January 27, 2020 – Confirm with SEI your intention to provide scholarship assistance this year.
- By March 9, 2020 – Email your top candidates' applications to SEI ([sappleby@hbs.edu](mailto:sappleby@hbs.edu)) for review.

Please contact Sarah Appleby at SEI ([sappleby@hbs.edu](mailto:sappleby@hbs.edu) or 617-384-5939) with any questions.

## STRATEGIC PERSPECTIVES IN NONPROFIT MANAGEMENT (SPNM)

July 12 – 18, 2020 | \$6,500 | HBS Campus

Tailored to nonprofit executive directors and CEOs, this week-long program explores mastering nonprofit leadership in uncertain times. Through SPNM, participants develop a strategic outlook to improve the effectiveness of their organizations by understanding core management concepts, applying these concepts strategically, and learning how to implement change within their organizations.

### WHO IS RIGHT FOR THIS PROGRAM?

#### Candidates

- Candidates must be **nonprofit CEOs or Executive Directors** and responsible for shaping the direction, mission, policies, and major programs of their organizations.
- Candidates should have at least 10 years of professional work experience.

#### Organizations

- **Size:** Have at least 5-6 full-time employees and an annual operating budget of at least \$1 million.
- **Stage:** Have been fully operational for at least one year and be out of the start-up phase (please note: this can often take several years to accomplish).

As a sponsor, you may set supplemental selection criteria. We encourage you to evaluate candidates based on their ability to impact both the organization and your community.

Please note that this program is not intended for individuals who are not in a CEO/ED role. Deputy Directors, COOs, and other senior leaders are not eligible to participate unless the organization is of significant size and the candidate is a senior leader driving the strategic direction of the organization.

*Visit the links below for further details on curriculum, faculty, and the program experience:*



[SPNM program website](#)



[SPNM brochure](#)



[3-minute video](#)



[Blog posts](#)



[Participant stories](#)

#### Deadlines

- By February 24, 2020 – Confirm your intention to provide scholarship assistance this year.
- By March 23, 2020 – Email your top candidates' applications to SEI for review.

Please contact Sarah Appleby at the SEI ([sappleby@hbs.edu](mailto:sappleby@hbs.edu) or 617-384-5939) with any questions.

## GOVERNING FOR NONPROFIT EXCELLENCE: CRITICAL ISSUES FOR BOARD LEADERSHIP (GNE)

September 9 – 13, 2020 | \$5,000 | HBS Campus

The GNE program provides the perspective and skills nonprofit board members need to guide a nonprofit organization from the boardroom. This three-day program focuses on the role of the board in enhancing organizational effectiveness, driving high performance, and enabling accountability. Participants will learn how to manage successful mission transitions, forge effective relationships, build trust between the board and the CEO, and create a culture of board engagement.

### WHO IS RIGHT FOR THIS PROGRAM?

#### Candidates

- Candidates must be **chairs of nonprofit boards** or other nonprofit board members occupying significant board leadership roles that are independent of their full-time employment roles.
- Team participation (multiple representatives from one organization) is allowed in GNE.

#### Organizations

- **Size:** Have at least 5-6 full-time employees and an annual operating budget of at least \$1 million.
- **Stage:** Have been fully operational for at least one year and be out of the start-up phase (please note: this can often take several years to accomplish).

As a sponsor, you may set supplemental selection criteria. We encourage you to evaluate candidates based on their ability to impact both the organization and your community.

Please note that this program is not appropriate for nonprofit CEOs, Executive Directors, or other full-time employees of nonprofit organizations unless they are applying to represent an organization by which they are not employed.

*Visit the links below for further details on curriculum, faculty, and the program experience:*



[GNE program website](#)

Session	Dates	Location	Faculty
Session 1: Introduction to the Program	Sept 9-10, 2019	HBS Campus	Dr. [Name]
Session 2: Board Governance	Sept 11-12, 2019	HBS Campus	Dr. [Name]
Session 3: Board Leadership	Sept 13-14, 2019	HBS Campus	Dr. [Name]

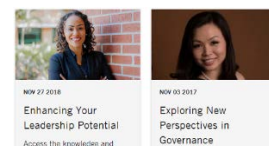
[GNE brochure](#)



["Investing in Change" video](#)



[Blog posts](#)



[Participant stories](#)

#### Deadlines

- By May 4, 2020 – Confirm your intention to provide scholarship assistance this year.
- By June 15, 2020 – Email your top candidates' applications to SEI for review.

Please contact Sarah Appleby at SEI ([sappleby@hbs.edu](mailto:sappleby@hbs.edu) or 617-384-5939) with any questions.

# HBS Social Enterprise Executive Education Scholarship Admissions Process

**Planning:** *Confirm your intention to provide scholarship assistance and establish criteria for your scholarship.*

Contact SEI with the number of scholarships you would like to sponsor. We will consider a request to increase the number, but may not know if we can grant a request until after admissions review is complete for all scholarship partners.

Establish criteria for your scholarship, and use these in conjunction with the admissions criteria in the program pages above.

**Outreach:** *Solicit applications from local nonprofits.*

You are responsible for promoting your scholarship award and identifying candidates. This process can include advertising, targeted outreach to local nonprofits, and/or other promotion of your scholarship.

**Screening & Selection:** *Review applications and choose finalist candidates.*

<b><u>If you use the SEI application as part of your screening and selection process:</u></b>	<b><u>If you screen and select your candidates without using the SEI application:</u></b>
<p>Your candidates should submit their applications directly to you using the <b>writable PDF</b> provided to you by SEI if they wish to be considered for your scholarship opportunity. <i>Before you distribute the application, fill out the “Please return this application to” section on the last page of the application.</i> If you wish to include additional questions relevant to your scholarship opportunity, please use a separate form.</p> <p>Review the applications you have received and screen to select your finalist candidate(s). Once you have selected your candidates, email their applications and relevant details to SEI.</p>	<p>Your candidates may submit their applications using the <b>“apply online”</b> link found on the program websites. Candidates should include your name, organization, and the word “scholarship” in the “How did you hear about this program?” section of the application or in the body of the application. Please be sure to email your candidate name(s) to SEI so the admissions committee can direct any questions or concerns to you.</p> <p><i>Note: If your candidates submit their applications online, you will not be able to view their applications.</i></p>

The Club selection process will often involve a volunteer committee of reviewers, which can include past program participants and other community members. Some Clubs conduct interviews and contact nominating executives during the process.

If you have any questions about candidate eligibility during the outreach/screening phases, please contact Sarah Appleby.

**Review:** *The SEI Admissions Committee reviews and approves candidates.*

1. ***Candidate applications are due by the deadlines on p. 2-4, with early submission strongly encouraged.*** SEI will review and respond within 1-2 weeks of receiving your candidates’ applications.
2. ***Please wait for SEI feedback on candidates before communicating acceptance.*** In some cases the Admissions Committee may recommend against accepting a candidate due to admissions criteria, participant mix considerations, or other issues.

**Award:** *Notify selected scholarship recipient(s).*

After hearing back from SEI, you may officially notify your finalists about their awards. Please let our office know once your finalists have been notified. Once we hear back from you, we will send the scholarship recipient their acceptance letter.

The program tuition fee covers all books, program materials, on-campus accommodations, and meals during the program. Sponsors may provide a full or partial scholarship; please let us know the amount of the scholarship you are providing. Note: some sponsors fund travel or other costs, but HBS is only involved in processing tuition scholarships.

1. **HBS Executive Education will invoice the “bill to” address in the application unless otherwise arranged.** Please communicate the contact information for your billing coordinator when you confirm your scholarship recipients.
2. Payment is due per the terms of the invoice, and in all cases must be received 30 days prior to the program start date.

**Cancellations:** *Notify HBS in writing as soon as a potential cancellation is known.*

Cancellations or deferrals must be submitted *in writing* more than 30 days before the start of the program to receive a full refund. Send notification via email to [sappleby@hbs.edu](mailto:sappleby@hbs.edu) and [exed\\_admissions@hbs.edu](mailto:exed_admissions@hbs.edu) as soon as possible. Due to program demand and the volume of pre-program preparation, cancellations or deferrals received 14–30 days prior to the start of the program are subject to a fee of one-half of the program fee. Requests received within 14 days are subject to full payment.

## Tips and Frequently Asked Questions

### ***Can we start our candidate screening and selection process earlier than the stated deadlines?***

Clubs interested in an earlier time frame may start their process sooner. To do so, please contact Sarah Appleby.

### ***Can we nominate a non-CEO candidate to SPNM?***

The SPNM program is specifically designed for nonprofit CEOs and executive directors. Deputy Directors, COOs, and other senior leaders are not eligible to participate unless the organization is of significant size (typically over \$40 million annual budget) and the candidate is a senior leader driving the strategic direction of the organization. If the candidate is in a role such as chief financial officer, chief operating officer, or other direct report to the CEO, and has responsibility for their organization's performance measurement strategy, you may want to nominate the candidate to the PMNO program. If the candidate is a member of the board of directors, either the PMNO or GNE programs may be an appropriate fit.

### ***Are public sector employees eligible to participate in these programs?***

Although participation by a public sector employee is somewhat rare in our programs, it can sometimes be a great fit. It's important that the candidate meet our eligibility criteria of organizational size and employee role, and that their goals in attending the program should be able to be met by the curriculum. For example, the head of a city library network could be a natural fit because the organization would have similar challenges and strategic considerations as many nonprofits in terms of performance measurement, fundraising, managing constituent relationships, board stewardship, etc.

### ***Are employees of consulting firms or trade associations eligible to participate in these programs?***

HBS will not consider applications from for-profit management support organizations or consulting firms. In a limited number of cases, representatives from industry/trade associations may be considered for admission.

### ***How can candidates sign the writeable PDF application?***

On the first page of the application, candidates must provide a signature. In the 2020 version of the writeable PDF application, candidates may simply type in their name and date as the signature and are all set.

If candidates are using the 2019 version of the application, this field is not writeable, so there are two other ways to sign:

- Adobe Fill and Sign tool: The free version of Adobe Acrobat Reader has a tool that allows you to insert a digital signature. In the Tools section, choose "Fill and Sign" to either draw a signature with the mouse or type out a signature, then paste it into the document. Either a drawn or typed signature is acceptable. Here is the how-to from Adobe Support: <https://helpx.adobe.com/acrobat/using/fill-and-sign.html>. This is the easiest and most effective option.
- Candidates can also sign by hand, scan, and send the first page of the application, while also sending the full application saved in the writeable PDF format.

*We strongly recommend that candidates email their applications in the writeable PDF format, rather than printing, signing, scanning, and emailing it back.* A scanned copy can be difficult to read, and if a candidate has written a particularly long response, some of the text boxes may not be fully visible. In the writeable PDF format, a reader will be able to click into the text response box and view the full response, but if it is printed and scanned, the full response may not be visible.

### ***What is included in the program tuition fee?***

The program tuition fee covers program tuition, books and program materials, on-campus accommodations, and most meals during the program. On-campus accommodations and meals (breakfast, lunch, dinner, and snacks) are available from the morning of the program start date through the end of the program. For information about accommodations and facilities for the 2020 SPNM and GNE programs, please visit the [HBS Executive Education FAQ page](#). For information about accommodations and facilities for the 2020 PMNO program, please visit the [HKS Executive Education FAQ page](#).

### ***What is the program schedule? When should participants arrive on campus and what hours are they in program each day?***

The brochure linked from each of the program pages (p. 2-4) has a sample schedule for the program. Participants are scheduled with program activities from breakfast through the evening on most days. Participants should plan to arrive prior to 2 pm on the start day of the program and the program will conclude at approximately 1 pm on the final day.

***Other questions?*** Contact Sarah Appleby at SEI at [sappleby@hbs.edu](mailto:sappleby@hbs.edu) or 617-384-5939.