

Institute for Not-for-Profit Management

Strengthening Those Who Serve Others





A Message From Director Francine Lynch

Change isn't coming, it's here. We've seen extraordinary growth in the nonprofit sector over the past decade. Today, some 1.5 million nonprofit organizations in the United States vie for limited resources. At the Institute for Not-for-Profit Management, we recognize that along with hard work and commitment, survival in this competitive environment requires executives who are ready to address critical issues with maximum efficiency and effectiveness.

Change presents opportunity. INM has a long history in preparing nonprofit professionals for the biggest challenges on the horizon. As a program within the highly respected Executive Education division of Columbia Business School, INM brings together renowned academics and practitioners with expertise in both the private and nonprofit sectors. In this era of uncertainty, the Columbia tradition of excellence ensures that you will have the depth of knowledge to successfully fulfill your mission.

INM programs provide a framework where, away from daily pressures, you have the chance to gain fresh insights while fully developing your strategic skills. Our alumni tell us repeatedly that even years later they can trace how the INM experience transformed their careers, strengthened their capacity as leaders and helped them to shape their organizations.

Francine Lynch



Successful nonprofits require executives who are prepared to make critical decisions about their organization's mission, direction, policies and programs. For more than 30 years, the goal of the **Institute for Not-for-Profit Management (INM)** has been to serve you as you serve others.

Our job is to give you the tools to be more adept, more effective and more productive in facing the demands of today's nonprofit environment. We partner with agencies like yours to build leadership and management capacity, and develop and implement innovative strategies that will help you and your organization thrive for years to come.

INM Builds the Skills of Nonprofit Professionals



Driving Organizational Change

DANIELLE MOSS LEE, *Harlem Educational Activities Fund, Inc.*

When Danielle Moss Lee became president of the Harlem Educational Activities Fund, Inc. (HEAF), which assists college-bound students from educationally and/or economically disadvantaged communities, attending INM's Executive Level Program was high on her list. Having gone through the Middle Management program, Moss Lee wanted to add to her tool kit to better address the complexities of leading a nonprofit.

"I was faced with navigating leadership change and reassessing the agency's direction and then figuring out how to achieve those goals. INM broadened my thinking and provided an invaluable peer network."

Today more than ever before, nonprofit organizations require sound management practices to complement and support their important work. Agency executives face the challenge of how best to deploy limited resources in an increasingly fast-paced and competitive environment.

An Extraordinary Impact

Our mission is to help you and your agency achieve even greater success. Whether you need to add new competencies, rethink outreach, marketing and fundraising efforts, reevaluate service-delivery models, devise and implement cost-effective organizational strategies or strengthen leadership, INM offers the best practices central to leading and managing in the nonprofit and public sectors.

Our faculty members work closely with participants to arrive at actionable strategic plans — products of immediate value to their respective agencies. In this way, INM has an instant, positive impact on the agencies it serves.

Practical Learning

The Institute for Not-for-Profit Management brings together a world-class faculty that includes Columbia Business School and Columbia University thought leaders and outside practitioners with extensive experience in the nonprofit arena. Their emphasis is on integrating theory with practical applications. The work is intense, demanding and extremely rewarding. Through stimulating classroom interaction and team-based projects, you learn to build supportive networks to exchange feedback and share results that last long past graduation.

Affordable Opportunity

We understand that your time is valuable and that resources within your organization may be limited. That is why INM programs are specially structured to address

your executive-development needs and your concerns about scheduling, cost and location. In fact, two-thirds of our open enrollment participants receive tuition assistance from INM. By offering first-rate management education in an affordable environment, INM provides executives with the critical skills needed to lead their organizations through competitive and ever-changing landscapes.

We also work with sponsors and funders to provide scholarships for individuals and organizations. INM is a key resource for foundations and funders seeking executive development to build the capacity of constituent organizations. Many of our partners support candidates' enrollment with partial sponsorship or supplemental tuition assistance. For more information on tuition assistance, please see page 12.

Generous support for INM programs has been provided by

- Altman Foundation
- Blue Ridge Foundation
- The Robert Bowne Foundation
- Citigroup Foundation
- The Clark Foundation
- Credit Suisse Americas Foundation
- The JPMorgan Chase Foundation

- The Pinkerton Foundation
- The Pumpkin Foundation at the request of Joseph and Carol Reich
- Rauch Foundation
- Robin Hood Foundation
- Staten Island Foundation
- The Tiger Foundation

INM programs speak to the needs of professionals in the nonprofit and public sectors, regardless of formal management and business training, and our admissions process weighs experience as much as your education. INM programs expose midlevel and senior managers and leaders in all fields to state-of-the-art thinking in organizational management, leadership and finance needed to meet the challenges of today's not-for-profit world. We offer open programs suitable for individuals or small groups of senior executives and managers, and custom programs for organizations looking to train larger groups of not-for-profit professionals. For more information on admission requirements, please see page 12.

To Apply: Visit the INM Web site and click on the "How to Apply" link

Benefits for INM Graduates and Their Organizations

- **Increased ability** to utilize resources and manage growth and expansion
- **Improved effectiveness** to better serve constituents
- **Enhanced capacity** to think strategically and implement results-oriented plans
- **Better understanding** of financial management and organizational strategies
- **Greater focus** on staff development to ensure leadership transitions at all levels

Achieving Your Goals with INM



Instilling the Confidence to Lead

CAROL TWEEDY, *Asphalt Green*

A graduate of the INM Executive Level Program with a strong background in social service and public-sector management, Carol Tweedy took on the role of executive director of Asphalt Green 13 years ago. Asphalt Green works with people of all ages and abilities to achieve lifetime health through sports and fitness programs.

"I've sent Asphalt Green staff to Middle Management and Executive Level Programs because I hoped that they would have the same transformational experience that I had. It starts with feeling 'I am a manager, I am a leader.'"

The INM Custom Program Approach

Is your organization experiencing major growth or change? Are you seeking to develop and better prepare future leaders and managers? Do you need more focused direction in key management disciplines? INM designs custom, graduate-level programs to meet the development requirements of individual agencies. Frequently, midsize and larger organizations rely on specifically tailored programs to support comprehensive change and management or leadership initiatives.

How Does It Work?

Our custom program team works closely with your senior executives and human resources professionals to develop sessions in a broad range of disciplines geared toward the unique challenges your organization faces. The programs balance theory with real-world application to find solutions that will yield success. Our teaching methodologies include case analyses, lectures, small-group discussions, simulations, individual and team projects, self-assessment instruments, 360-degree feedback and individual coaching.

Clearly understanding your organization's needs and expectations contributes to a successful outcome. We start by asking organizations to consider the following questions:

- What are the challenges your organization is facing?
- What tools, skills and knowledge do you want participants to take away?
- What do you want your custom program to achieve?

Next, we perform a needs assessment to analyze your agency's requirements and design a suitable program in collaboration with your organization, the INM staff and a dedicated faculty director. In the development phase, we emphasize the transformation of theory into practice and tailor preprogram preparation. We conduct an orientation for participants and evaluate sessions during the delivery phase to refine the program. INM can also tailor postprogram follow-up activities.

Can a Custom Program Help You?

Through its custom programs, INM has built the organizational capacity of numerous clients. Like them, you can expect to increase organizational perspective and insight,

improve adaptability and resourcefulness, and heighten the confidence and self-awareness of managers and leaders.

Recent custom clients include

- Fund for Jewish Education
- Juvenile Diabetes Research Foundation
- New York Fire Department
- New York Police Department
- Robin Hood Foundation
- UJA-Federation of New York
- United Neighborhood Houses

Open Enrollment Programs

INM grew out of the idea that sound business practices from the corporate world could be applied to nonprofits. By providing nonprofit professionals with a business education, leaders could work more effectively, serve their clients better and use their resources more efficiently. Since its inception in 1975, INM has seen more than 2,000 participants graduate and use their skills to build on the important work of more than 600 agencies that serve the nonprofit and public sectors. Our graduates represent every field of service, including community development, social services, advocacy, healthcare, education, the environment, philanthropy, religion, the arts and culture.

INM supports organizations' need for ongoing strategic planning and capacity building with programs designed for senior executives, prospective leaders and middle management staff. By selecting candidates who are ready for the graduate-level instruction that INM offers — and who are prepared to put what they learn to immediate use in building their agencies — we help individuals, teams and organizations achieve their goals.

INM programs are generally held in residence at conference centers within 90 minutes of New York City.

The centers provide an excellent setting for education, reflection and networking.

Recent participating organizations include

- YMCA of Greater New York
- Asian Professional Extension
- International Youth Foundation
- New York City Board of Education
- City Harvest
- Prep for Prep
- Riverside Church of New York
- Harlem Children's Zone
- Junior Achievement of New York
- Phipps Community Development
- Staten Island Museum

To Apply: Visit the INM Web site and click on the "How to Apply" link

30 Years of Difference

"For me personally, the most exciting aspect of the work we have done together in the past 30 years is that we have spanned the generations and ensured the future. The passion and the knowledge, the commitment and the skill, to 'do good well' for all in need — and for the enrichment of society — has stood the test of time and withstood all the challenges of shifting public policies and economic constraints."

Tom Ference

Founding Director
Institute for Not-for-Profit Management

Executive Level Program



For more information

For current program dates, application deadlines and tuition information, please visit the INM Web site at www.gsb.columbia.edu/execed/inm

Contact us

inm@columbia.edu
212 854 6018

2008 SESSION DATES

Week 1 February 3-8

Week 2 March 2-7

Week 3 March 30-April 4

Week 4 April 27-May 2

TUITION

\$10,000 (Partial scholarships available)

Includes course materials, all meals and double-room accommodations.

Single accommodations are available for an additional fee.

APPLICATION DEADLINE

December 4, 2007

OVERVIEW

This highly interactive 20-day program (consisting of four nonconsecutive residential weeks) gives senior executives the tools and skills they need to be strategic thinkers, confident decision makers and outstanding leaders. The program explores the conceptual foundations of management, reinforced through case discussions, workplace application assignments and small-group consultation. You will receive guidance in developing a comprehensive strategic analysis and plan for your agency to be presented for review and critique by faculty members and peers.

WHO SHOULD ATTEND

Senior managers with 5 to 10 years of experience, including executive directors, administrators and regional directors.

Shaping Paths for Growth

SHARON LUCKMAN, *Alvin Ailey American Dance Theater*

Like many of her peers, Sharon Luckman found herself in an administrative job at a nonprofit with no administrative training. "I was a dance teacher when I became director of the 92nd Street Y's Harkness Dance Center. INM was a fantastic experience for me because it made me into a professional. First, I learned that I knew more than I thought I did, and it gave me confidence to continue. Then, it gave me tools to do things much better and a wonderful network of professional colleagues."

The skills she developed some 20 years ago at INM serve her well as executive director of the Alvin Ailey American Dance Theater. Today, Luckman heads the administrative and business sides of a unique institution committed to quality repertory performances, educational activities and professional dance training for all people. "Ailey has grown into an organization with 250 people and the largest building dedicated to dance in the country. The insights I gained into strategic planning and negotiating have helped me every step of the way."

WHAT YOU WILL LEARN

Through intensive, interdisciplinary exercises, you will be able to integrate conceptual material with practical applications of immediate value to your agency. The program's focus includes strategy, management, marketing, finance and fund development. Additionally, you will learn how to strengthen your agency's public image and develop effective crisis-management strategies.

HOW YOU WILL BENEFIT

- Create a vision and then design and implement a strategy.
- Enhance your skills in negotiating effectively, building teamwork and cohesion, and addressing resistance to change.
- Manage your relations and build alliances with various constituent groups.
- Increase your confidence in using financial information for decision making, developing resources and evaluating earned-revenue opportunities.

FACULTY TEAM

Columbia University: Thomas P. Ference, Dan Forman, Murray Low, Lori Roth, Lili An Elkins.
Affiliated Practitioners: Michael Park, John Winkleman. Additional consultants provide project group facilitation.

To Apply: Visit the INM Web site and click on the "How to Apply" link

Leadership Development Program



For more information

For current program dates, application deadlines and tuition information, please visit the INM Web site at www.gsb.columbia.edu/execed/inm

Contact us

inm@columbia.edu
212 854 6018

2008 SESSION DATES

April 6-11

TUITION

\$4,500 (Partial scholarships available)

Includes course materials, all meals and double-room accommodations. Single accommodations are available for an additional fee.

OVERVIEW

Maximize the impact and influence of your leadership to bring about positive change for your agency and constituents. During this six-day series of highly interactive sessions, midlevel and senior executives experience both personal and professional transformation through increased self-awareness, confidence, “emotional intelligence” and flexibility. You will leave the program prepared to align your personal leadership style with organizational goals.

WHO SHOULD ATTEND

Midlevel and senior executives with 5 to 10 years of experience.

APPLICATION DEADLINE

February 5, 2008

Assessing Leadership Approach

WIDA AMIR, *South Asian Youth Action (SAYA)*

As an immigrant, Wida Amir had been active in New York City's Afghan community during college. But after 9/11, she decided to devote herself full-time to work in the nonprofit sector. "There was a lot of grass-roots organizing going on, and I took the opportunity to get involved in peace and unity issues with young people through my role as program director for SAYA, a community-based organization that offers after-school support and activities."

"The INM programs changed my perspective. I was inexperienced when I started, and here I was suddenly working with long-time nonprofit professionals. It was eye-opening for me to connect with those people and learn from them as well as the INM faculty. There was so much knowledge to gain. Being away from my day-to-day schedule, coupled with the curriculum material and discussions, gave me the chance to reflect on the work I was doing and really see the potential to do more. I could look at the larger vision and evaluate my own leadership style."

WHAT YOU WILL LEARN

Through case analyses, lectures, classroom and small-group discussion, individual coaching and 360-degree feedback, you will enhance your personal leadership effectiveness, build and motivate teams, plan and manage change, and create a climate that values diversity and promotes creativity and innovation for superior performance and service delivery.

HOW YOU WILL BENEFIT

- Develop breakthrough strategies.
- Lead and manage organizational change and renewal.
- Build high-performance teams.
- Strengthen your leadership communication skills and create a leadership credo.
- Improve your ability to inspire and motivate staff.
- Increase your awareness and versatility of leadership styles.

FACULTY TEAM

Columbia University: Lori Roth, Murray Low. *Affiliated Practitioner:* Ariel Group. Additional consultants provide individual coaching.

To Apply: Visit the INM Web site and click on the "How to Apply" link

Middle Management Programs



For more information

For current program dates, application deadlines and tuition information, please visit the INM Web site at www.gsb.columbia.edu/execed/inm

Contact us

inm@columbia.edu
212 854 6018

Middle Management Program

2007-2008 WINTER SESSION DATES

December 3, 2007

January 6-11, February 11

APPLICATION DEADLINE

October 30, 2007

Middle Management for Youth Service Organizations

2008 SPRING SESSION DATES

April 14, May 11-16, June 6

APPLICATION DEADLINE

February 20, 2008

TUITION

\$4,000 (Partial scholarships available)

Includes course materials, all meals and double-room accommodations. Single accommodations are available for an additional fee.

OVERVIEW

The intensive eight-day program prepares you to support your organization's overarching goals. You will receive a solid introduction to the general management concepts explored in depth in the 20-day Executive Level Program, making this a useful tool for organizations developing multilevel management teams. The **Middle Management Program** (winter session) is open to all fields of service. The **Middle Management Program for Youth Service Organizations** (spring session) is restricted to organizations engaged in youth development in such areas as physical and mental health; academic, artistic and athletic achievement; civic responsibility; community involvement; and employability.

Improving Business Savvy

MARVIN CABRERA, *Double Discovery Center*

As a high school student, Marvin Cabrera participated in the Double Discovery Center, whose two programs — Upward Bound and Talent Search — help first-generation low-income young people learn more about college by exposing them to a broader cultural world and giving them firsthand experience of campus life. “Being around like-minded students and having supportive mentors was life changing. After my first year of college, I knew I wanted to offer teenagers the same opportunities I was fortunate enough to have.”

For Cabrera, who serves as Double Discovery’s outreach coordinator, the Middle Management for Youth Service Organizations program provided an avenue “to improve my skills and learn how to run a more effective program. As nonprofit professionals, we’re dedicated to doing the work, but sometimes we don’t necessarily understand how having that business sense can elevate our programs. After INM, I started looking at the financial picture more carefully and asking more questions.”

WHO SHOULD ATTEND

Midlevel managers with two to five years of experience, including program directors, administrators and executive directors of newer community-based organizations.

WHAT YOU WILL LEARN

Aided by lectures, workshops, simulations, small-group discussions and facilitated peer consultations, you will prepare a strategic analysis of your agency, division or program, identify a compelling vision for the future and develop a plan for achieving your goals.

HOW YOU WILL BENEFIT

- Design and implement strategic program goals.
- Develop your ability to delegate authority and responsibility effectively and to manage upward.
- Use financial data to make strategic decisions.
- Manage conflict and negotiate to achieve win-win solutions.
- Cultivate your constituents to support fund-raising efforts.
- Enhance your agency’s public image and develop crisis-management strategies.

FACULTY TEAM

Columbia University: Joann Baney, Thomas P. Ference, Lori Roth, Lili An Elkins. *Affiliated Practitioners:* Diane Dean, Michael Park, Hilda Polanco, Todd Seward, John Winkleman. Additional consultants serve as project facilitators.

To Apply: Visit the INM Web site and click on the “How to Apply” link

INM Can Work for You

Admission

The INM experience is well within your reach, and our staff is always ready to help facilitate the process. First, you must submit a completed application for admission and be a full-time paid employee of a nonprofit that has held 501(c)3 status for at least one year. Admission to open enrollment programs is based on your current responsibilities, education and managerial experience. We accept qualified applicants who meet the participant profile as noted in the program descriptions. Applications are accepted on a rolling basis until the classes reach capacity.

You must have the support of your organization to participate, but **you do not need to provide an academic transcript**. All INM programs are noncredit courses. Graduates receive a certificate of completion from Columbia Business School. Scholarships and tuition assistance are available to many participants.

How to Apply

You can only apply to INM online. Applications can be submitted by visiting the INM Web site and selecting the “How to Apply” link. The full tuition is payable upon acceptance into an INM program.

Required Documentation

An academic transcript is not required, but you will need to prepare and submit the following materials when applying to an INM program:

1. Your résumé
2. An organizational chart
3. A description of your organization
4. A one- to two-page description of your responsibilities, challenges and learning goals for the INM program.
Please include a list of measurable outcomes that you are responsible for achieving in your current role.

Getting Tuition Assistance and Sponsorship

There are several ways to obtain tuition assistance. INM offers some assistance to many smaller organizations that are unable to fully sponsor attendance. Most agencies in the New York City area with operating budgets below \$3 million dollars are eligible for partial tuition assistance. INM staff can assist you in determining agency eligibility.

Tuition assistance is allocated on a sliding-fee scale based on your organization’s most recent audited financial statement. INM staff can provide an estimate, but the allocation is confirmed when you receive notification of your admission into an INM program.

Qualified candidates may also apply for grants from funders and sponsoring organizations. Candidates can submit a current list of foundations that support their organization with their completed application. INM staff will work closely with you to identify sources that provide full or partial support to select grantees. In addition, we strongly encourage you to explore opportunities for technical-assistance and capacity-building grants that many organizations and associations provide to their members.

There is no separate application needed for tuition assistance. If you wish to receive tuition assistance, simply submit the following materials with your online application:

1. A written request for a precise level of support
2. Your organization’s most recent audited financial statement
3. Your organization’s IRS tax-exemption determination letter

To apply: Visit the INM Web site and click on the “How to Apply” link



The Difference Is Columbia

About Columbia

Columbia is one of the top academic and research institutions in the world, conducting pioneering research in medicine, science, the arts and the humanities. It includes 3 undergraduate schools, 13 graduate and professional schools and a school of continuing education.

Columbia Business School

Columbia Business School develops the pioneering ideas that shape a rapidly changing business world. Through our global network of business leaders, world-class faculty, practice-oriented curriculum and advantageous location in New York, we prepare students to become successful, multifaceted business leaders.

INM Partnership with Columbia

Increasingly, foundations are using executive development programs to build the capacity of organizations they support. They find INM's intensive executive education to be a productive, cost-effective tool for organizational development. INM will tailor communication, outreach, program selection, management development and fund allocation to meet your needs. Whether we focus on one organization or several, through either the open enrollment programs or a custom program, we are prepared to partner with you. Let us help you build stronger, more effective agencies.

If you have additional questions about INM, current programs, application deadlines or tuition, e-mail us at inm@columbia.edu or call 212 854 6018.

Doing Good Well



Institute for Not-for-Profit Management
Armstrong Hall, 4th Floor
2880 Broadway
New York, NY 10025
212 854 6018
E-mail: inm@columbia.edu
www.gsb.columbia.edu/execed/inm

