

With NAFOA and Harvard Business School

PROGRAM OVERVIEW

Leading People and Investing to Build Sustainable Communities is a collaboration among **Harvard Business School (HBS), NAFOA, National Congress of America Indians (NCAI) and AFOA Canada**. Its mission is to inspire and support Native finance professionals and leaders, as well as equip them with the tools to lead high-performing, innovative communities or organizations.

Developed under the guidance of HBS Executive Education, *Leading People and Investing to Build Sustainable Communities* is the only Executive Education program of its kind in North America. Together, esteemed HBS faculty, Native guest speakers who are knowledgeable in their fields, and participants from Native nations in Canada and the United States embark **on the HBS campus for four days** for a truly transformative experience.

Over five years, this executive-level program aims to enroll approximately 400 Native finance professionals and leaders from across North America. As part of this year's customized cohort of approximately **80 participants**, you will have the opportunity to engage in interactive and participatory sessions and hear diverse perspectives from your peers.

Admission to the program is highly competitive. Applicants will be selected based on the quality of their application and professional experience. At the program's conclusion, participants will receive a Certificate of Completion from Harvard Business School.

KEY BENEFITS

This program provides you with the opportunity to view community investments in a broader context. While it is important to understand investment tools, strategies and products, it is equally important to understand how governance practices can shape the management of investments. By examining different institutions and covering topics such as, entrepreneurial finance, negotiations and change management, this program provides a solid grounding in the fundamentals of investment management. You will build the skills and confidence to immediately apply financial analysis techniques, set realistic performance goals, and play a bigger role in helping your community optimize its financial resources and strengthen its sustainability.

DETAILS

Dates: May 6 - 10, 2019

Location: HBS Campus

Fee: \$2,750

The program fee covers tuition, books, case materials, accommodations, and most meals. Payment is due upon admission into the program.

LEARNING AND LIVING AT HBS

When you participate in an Executive Education program on the [HBS campus](#), you enter an immersive experience where every aspect of the [learning model](#) has been carefully designed to facilitate your growth. Your learning will take place on your own, in your living group, and in the larger classroom driven by the renowned [HBS case method](#).

Session Schedule: The program begins at 1:00pm EST on Monday, May 6, 2019, and ends at 1:30pm EST on Friday, May 10, 2019. All program sessions are mandatory, and are held daily from 8:00am to 6:00pm. To receive the most out of the program, group meetings outside of these hours are also required and mandatory for participants to attend.

Accommodations: Majority of HBS Executive Education participants stay on campus in several HBS Executive Education residences. Program participants are encouraged to stay in these residences and the cost of the stay is included in the cost of the program. For more information about these accommodations, visit [here](#).

PROGRAM TOPICS

The program will cover the following topics:

Investment Governance

- Make informed decisions about different approaches to portfolio management.
- Implement effective governance structures.
- Utilize valuation techniques for assessing investment opportunities.

Entrepreneurial Finance

- Develop a framework for evaluating early stage ventures.
- Make informed decisions about how incorporate different assets into your portfolio.

Negotiations

- Identify effective ways of engaging with diverse and numerous stakeholders.
- Utilize frameworks for effective negotiation independently and within a team.

Change Management

- Develop effective strategies for leading complex and dynamic organizations.
- Enhance your leadership capabilities and develop strategies to enact positive change in your community.

WHO SHOULD ATTEND

- Tribal government leaders including, Chief, Chairperson, Treasurer, Chief of Staff, and Senior Administrators.
- Finance professionals including, Chief Financial Officers, Executive Officers, Senior Financial Managers, and Senior Accounting Staff with experience working in or with a tribal nation or Native organization.

ADMISSIONS CRITERIA AND PROCESS

The deadline for submission is March 1, 2019. **There is a limit of 35 U.S. participants for the May 2019 program.** Successful applicants will be notified on or around March 15, 2019. Successful applicants have until March 31, 2019 to confirm their spot in the program and payment is due by April 5, 2019.

Answering Your Questions

Our team can help you at any stage of the admissions process. Contact a staff member via email cpd@nafoa.org.

Application Submission

Please download an application and complete the form. Completed applications can be emailed to cpd@nafoa.org. NAFOA maintains all application information in strict confidentiality. We acknowledge receipt of applications via email. In the unlikely event that you do not receive an acknowledgement, please email us at cpd@nafoa.org.

Application Review

Although there are no formal educational requirements, admission is a selective process based on your professional achievement and organizational responsibilities. To optimize the learning experience and maximize the exchange of ideas, NAFOA will utilize the Admissions Criteria outlined by Harvard University. NAFOA will make selections that balance each participant's experience, scope of current responsibilities, and type of organization. NAFOA will seek candidates who reflect a broad range of functions and backgrounds.

Fee, Payment and Cancellations

The \$2,750 program fee covers tuition, books, case materials, accommodations, and most meals. No payment is necessary until you have been accepted. Payment is required prior to the program start date. If you need to cancel or defer participation, you must submit your request in writing more than 30 days before the start of the program to receive a full refund. Cancellations or deferrals received 14 to 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.

APPLICATION FOR ADMISSION

Please answer all questions. This application must be fully completed and signed before review by the Selection Committee. This is a writeable PDF. You may type directly on this form, or print it and complete it by hand. Please type or print legibly.

I certify that all information and accompanying material provided in connection with this application are authentic and accurate.

SIGNATURE OF APPLICANT: Date:

GENERAL INFORMATION

NAME:

COUNTRY OF CITIZENSHIP: MALE FEMALE

TITLE OR POSITION:

TRIBE/ORGANIZATION NAME:

TRIBE/ORGANIZATION ADDRESS:

PHONE NUMBER:

EMAIL:

PLEASE RETURN THIS APPLICATION BY EMAIL TO CPD@NAFOA.ORG.

For questions on the status of your submitted application, please email cpd@nafoa.org.

CONFIDENTIAL: The information you provide below is for use by the Selection Committee only.

ESSAY QUESTIONS

Please note that there is no minimum or maximum word requirement for this section. Successful applicants will provide thoughtful and thorough answers to the following questions.

WHY ARE YOU INTERESTED IN ATTENDING *LEADING PEOPLE AND INVESTING TO BUILD SUSTAINABLE COMMUNITIES*?

HOW WILL YOUR EXPERIENCE ALLOW YOU TO ADD MEANINGFULLY TO THE PROGRAM?

This is a writeable PDF, however, if you are experiencing technical difficulties please feel free to submit answers to the essay questions in a separate Microsoft Word or PDF document.

PLEASE OUTLINE IF AND HOW YOU HAVE ENGAGED WITH THE NAFOA COMMUNITY IN THE PAST (optional).

DEMOGRAPHIC INFORMATION

To create a diverse academic experience for participants, we hope to collect the following optional information.

WHAT ARE YOUR TRIBE'S TOTAL ASSETS IN U.S. DOLLARS? (optional) (if applicable; check one only)

- | | | |
|--|--|--|
| <input type="checkbox"/> < \$25 million | <input type="checkbox"/> \$50 million - \$100 million | <input type="checkbox"/> \$500 million - \$1 billion |
| <input type="checkbox"/> \$25 million - \$50 million | <input type="checkbox"/> \$100 million - \$500 million | <input type="checkbox"/> > \$1 billion |

EDUCATION

DEGREE (check only highest level attained):

- | | | |
|--------------------------------------|---|--|
| <input type="checkbox"/> High School | <input type="checkbox"/> Two-Year College | <input type="checkbox"/> BS/BA |
| <input type="checkbox"/> MS/MA | <input type="checkbox"/> MBA | <input type="checkbox"/> JD/Law |
| <input type="checkbox"/> PhD | <input type="checkbox"/> MD | <input type="checkbox"/> Foreign Diploma |
| <input type="checkbox"/> Other | | |

UNIVERSITY:

YEAR:

OTHER

HOW DID YOU LEARN ABOUT THIS PROGRAM?

NAFOA Email

NCAI Email

AFOA Canada website

NAFOA Website

NCAI Website

Word of Mouth

Referral (*specify by name*)

Other (*specify*)

RESUME

Please submit a resume or a biography along with the application form.

TERMS

The program fee covers tuition, course materials, on-campus accommodations, and most meals.

I agree to allow NAFOA to use and publish my image of likeness in the form of photograph, video, audio, or any other recorded manner collected in connection with the program for any usual and customary purpose of NAFOA, including but not limited to advertisements for NAFOA and its programs.

I understand and acknowledge that this application requests personal information about me and by submitting this application (including my personal information) to NAFOA, I hereby provide my voluntary and express consent to the collection, use, disclosure, and other processing of my personal information by NAFOA in accordance with its privacy policies.

CANCELLATION POLICY

All cancellations must be submitted in writing to cpd@nafoa.org for consideration. Participant cancellations must be made more than 30 days before the start of the program to receive a full refund. Cancellations or deferrals received 14 to 30 days prior to the start of the program are subject to a fee of one-half of the program fee (\$1,375). Requests received within 14 days are subject to full payment.

I have read the cancellation policy and agree to the terms stated. (*Please initial here*).