



**Harvard Business School  
Club of San Diego**

**HARVARD BUSINESS SCHOOL  
CLUB OF SAN DIEGO**

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**WINTER 2020  
MANAGEMENT DEVELOPMENT  
NOT-FOR-PROFIT PROGRAM**



*The course provokes discussion and thought on how to systematically address the core issues facing our non-profit industry. By learning from others' successes and failures, our organizations can benefit from international & community-based experience.*

*Barbara Mandel,  
Executive Director, San Diego County Medical Society Foundation*

**Looking to grow as a leader?**

**Trying to broaden your**

**leadership perspective?**

**Seeking to develop your business acumen?**



*This program expanded my knowledge of a variety of issues facing me in my work in the non-profit world. The conversations and insight of colleagues in the program were thoughtful and stimulating and helped me to consider ideas and a line of thinking I had not considered on my own.*

*Brandon Horrocks,  
VP of Operations, Boys & Girls Clubs of Greater San Diego*

Our case-method-based program puts you in the driver's seat to discuss and propose solutions to real issues that not-for-profit organizations face across a host of areas including:

**Funding ~ Leadership ~ Operations ~ Strategy ~ Marketing**

Why does it matter? Because a broader perspective allows you to build better alliances with peers, exert more influence, more rapidly advance your career and achieve organizational goals.

This program is designed for:

- Functional managers looking to broaden professional horizons
- Not-for-profit founders, leaders, and board members looking to hone their skills and advance their network
- Professionals considering an MBA



## WHAT'S DIFFERENT ABOUT THE CASE METHOD?

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In each lesson you will be faced with a real business decision faced by a real organization. You decide the course of action based on the information in the case.

Here is where the magic comes in...

As confident as you may be, coming into a class discussion, that you have the best solution to a organization's challenge... you will inevitably find that your classmates think about these issues differently. They have different perspectives, based on different life experiences...

Suddenly your ability to see an issue from multiple sides broadens... in real time.

The case method learning experience truly is like no other... and Harvard pioneered it.

Our program is taught by alumni of Harvard's MBA program who have participated in hundreds of case discussions.

## THE CURRICULUM

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The course covers many of the subjects of an advanced degree program but in an abbreviated fashion using case studies from organizations such as Care USA, Kumon Educational, Willow Creek Church and the Shackleton Expedition.

### **Executive Leadership:**

We explore the tools and skills necessary to create a high performing management team, shape effective governance, and develop meaningful vision and strategy to drive the organization in a manner consistent with its mission. We also look closely at how to lead effectively when faced with unexpected challenges and/or crises.

### **Mission and Strategy, Development and Funding:**

We contrast the balance of mission, strategic plan and the operational implementation thereof against the various means of raising the funds necessary to deliver the goods. Funds providers and customers can request changes in the organization's mission. Sometimes the change is appropriate, and other times it is divisive mission creep.

### **Change Management:**

All organizations encounter forces for change, though not all react to them. Top performing organizations align their boards and management teams to face change head-on, they effectively mobilize the necessary resources and communications within their teams, and manage change as an opportunity for growth and sustainability. The program takes a closer look at ways this can be done.

### **Operational Execution:**

We look at how an organization defines customers and constituencies, understands customer needs, and works to ensure excellence in the delivery of its products or services. We also examine some of the tools that can be used for this – measuring and communicating outcomes, process/product improvement frameworks, use of technology including social media and online presence, and others.

### **Board of Directors:**

The program explores factors to determine the composition of a highly effective board, and how an organization can develop one. We also discuss optimizing the roles of board members vs. management and staff.

## MODERATORS

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Each case study is taught by a San Diego based Harvard Business School alum with extensive business experience. These moderators include individuals with titles including CEO, COO, President and Managing Director, in organizations ranging from global firms to national non-profits to local businesses. The moderators are not members of the HBS Faculty.



## PARTICIPANT FEEDBACK

95% of Respondents satisfied with the course.  
95% of Respondents would recommend the course.



*Each week two unique case studies regarding real life challenges, experiences and successes are presented. From these cases pertinent lessons can be extracted and applied to just about any organization. These experiences and applications will help my organization grow and will surely be shared with my co-workers.*

*Zach Plopper,  
Coastal and Marine Director, Wildcoast*

## COURSE DETAILS

**Duration:**

7 Evenings (Monday Evenings)  
February 3rd through March 23rd  
(will not meet on President's Day Feb 17)

**Time:**

5:30 pm – 8:15 pm  
Two 75-minute case discussions each evening  
Light dinner offered

**Location:**

The Girl Scout Leadership Center at the Balboa Campus  
1231 Upas Street, San Diego, CA 92103

**Admission:**

While there are no educational or management experience requirements for admission, in an effort to ensure the quality of each class we do review each application to ensure a high quality class discussion.

**Homework/Preparation:**

To gain the full value of the program, the applicant should have the reading speed and time to cover 40 to 75 pages of case work and articles each week (3-4 hours/week). In addition, the analysis of the cases often requires the use of basic math skills. There are no formal written assignments.

**Tuition:**

Early bird pricing of \$500 for participants who register prior to January 6, 2020. After January 6, 2020, the price will be \$575. Deadline for application submission: January 29, 2020.







## **PARTICIPATING ORGANIZATIONS 2013-2019**

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2-1-1 San Diego  
A Reason to Survive (ARTS)  
Access Youth Academy  
Accion San Diego  
Alliance Healthcare Foundation  
Balboa Park Cultural Partnership  
Barrio Logan College Institute  
Be Involved Act Now Cure Autism;  
BIANCA  
Big Sister - Operation Bigs Military  
Mentoring Program  
Biocom  
Boys & Girls Clubs of Greater San Diego  
CARS, Inc.  
Casa de Amistad  
Chapman University  
Community Catalysts of California  
Community Housing Works  
Community Investment Strategies  
Community SeniorServ  
Coronado Unified School District  
COSTASALVAJE, A.C.  
Dr. Jean Rizallah, MD  
Edify  
El Cielo Valle de Guadalupe  
Elder Help of San Diego  
Emilio Nares Foundation  
Employment & Community Options  
Epilepsy Foundation of SD County  
Episcopal Community Services  
Episcopal Dioceses of SD  
Family Health Centers of SD  
Girl Scouts San Diego  
Good Source Solutions  
Grove Youth Group Senior Pastor  
Healthcare Businesswomen's Assoc.  
Higgs Fletcher & Mack, LLP  
I Love a Clean San Diego  
Illumina  
Interfaith Community Services  
Jacobs & Cushman San Diego Food Bank  
Jacobs Ctr for Neighborhood Innovation  
Jewish Family Services  
John Harvard Academy Community  
Johns Hopkins Applied Physics Lab  
Julian Charter School  
Juma San Diego  
Just-In-Time for Foster Youth  
Kaiser Permanente  
Krasovsky Attorneys at Law  
Las Casitas  
Laura's House  
Living Coast Discovery Center  
MANA de San Diego  
Meals-on-Wheels Greater San Diego  
Mental Health Systems  
Mission Edge San Diego  
MUGB Union Bank  
Nat'l MS Society, Pacific Coast South  
Chapter  
Natural High  
Neighborhood Healthcare  
North County Health Services  
North County Lifeline  
Ocean Connectors  
Ocean Discovery Institute  
Open Mobile Alliance  
Outside the Lens  
Pacific Arts Movement  
Photon Solar Power/NSDREO.ORG  
Plant with Purpose  
Pro Kids|The First Tee of San Diego  
Project Concern International  
Quality Children's Services  
Reality Changers  
Regional Task Force on the Homeless  
Reuben H. Fleet Science Center  
San Diego County Taxpayers  
Association  
San Diego Diplomacy  
San Diego Museum of Art  
San Diego Natural History Museum  
San Diego Oasis  
San Diego Public Library  
San Diego Rescue Mission  
San Diego Science Alliance  
San Diego Social Venture Partners  
San Diego Zoo Global  
San Dieguito River Valley  
Conservancy  
San Ysidro Health Care  
SD Continuing Education  
SD County Medical Society  
Foundation  
SD Green Building Council  
SD Women in Finance/SD  
Downtown Residence  
Seacrest Village Retirement  
Communities  
SEAL Family Foundation  
Second Chance  
St. Madeleine Sophie's Center  
St. Peter's Del mar  
Support the Enlisted Project (STEP)  
SYHC, Inc.  
Teen Finance Academy  
The 1-to-1 Movement  
The ALS Association for Greater SD  
The Grauer School  
The Honor Foundation  
The San Marcos Promise  
The Vision of Children Foundation  
United Way of San Diego County  
US Navy  
USD School of Law  
Van Lang Center  
Veterans Research Alliance  
Voices for Children  
Wahupa Educational Services  
Weatherly Asset Management  
Wildcoast  
Woman Care Global  
World Wildlife Fund (WWF)  
YMCA of SD County



## **APPLICATION**

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Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

**Educational Background:** \_\_\_\_\_  
\_\_\_\_\_

Have you taken a course utilizing the case method?  Yes  No

Years of Work Experience: \_\_\_\_\_

### **Professional Overview:**

Current Job Title: \_\_\_\_\_

Organization Name: \_\_\_\_\_

Number of People You Supervise: \_\_\_\_\_ Approximate Number of People in Your Organization: \_\_\_\_\_

Approximate Revenue for Your Organization: \_\_\_\_\_

Please State the Mission of Your Organization:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How did you learn about our program? \_\_\_\_\_