



TRAINING OPPORTUNITIES



Achieving Excellence II

New Class Gathers at Kennedy School

BY SALLY DIGGES

As summer reached its peak across the United States, 41 seasoned executive directors of community development organizations gathered at the John F. Kennedy School of Government at Harvard University to begin Neighborhood Reinvestment's Achieving Excellence in Community Development, an offering of the Advanced Practitioner Program (APP).

These executive directors, often long-tenured or founding directors of their organizations, will spend the next 18 months positioning their organization for improved performance during the next five to 10 years in at least one area critical to their organization.

The executive directors will experience three separate sessions at Harvard, gaining insights and skills in areas of individual and organizational leadership, strategic analysis, community organizing, organizational alignment, marketing, negotiation, political management, team building and management, and strategic alliances and mergers.

In addition, these executive directors also will explore the usefulness and impact of community development corporations (CDCs) in the changing environment we live in.

Supported by a highly skilled coach and a small group of their peers in the program, each executive director will apply the concepts and insights to a major challenge facing their organization, making significant progress on that challenge over the 18 months of the program.

Varied Backgrounds

The 41 executive directors hail from 22 states, with organizations ranging from six staff to 285. Their organizations represent the full spectrum of community development organizations, with 11 representing rural communities, eight suburban, and the remainder urban communities. The organizations focus on a myriad of economic development activities, including commercial and industrial development, job development, and microlending as well as community organizing, housing development and management, homeownership counseling and lending.

Approximately half the executive directors come from the NeighborWorks® network; the rest are from organizations not affiliated with the network. The cross fertilization between NeighborWorks® and other executive directors was a valued benefit in the 2002-2004 pilot round of Achieving Excellence and is expected to enrich everyone's experience during this second round.

First-Round Impacts

In the pilot, the executive directors, in addressing their performance challenges, raised more than \$171 million in new capital for lending, more than \$223 million in loans for real estate projects, and \$68 million in equity for those projects. In addition, they generated almost \$19 million more income from their own improved operations, and attracted more than \$12 million externally to support their challenge area. They created 1,700 new homeowners and assisted more than 28,000 people with a variety of services.

They strengthened their internal operations by realigning their organizations and improving their organizations' performance, sometimes by eliminating positions (57), sometimes by adding new positions (107), analyzing and eliminating lines of business that failed to contribute significantly to their mission (11), or adding lines of business (26) that enhanced their mission.

This new class of Achieving Excellence, which is just now defining the specific organizational challenges they will tackle over the next 18 months, also has the challenge of meeting or exceeding the results of the pilot group.

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ANNOUNCEMENTS



Glenn L. French Receives Faculty Award

Glenn L. French, CPM, was honored with the Faculty Award at the NeighborWorks® Training Institute in Minneapolis in May. He has been a national faculty member

for the Institute for Real Estate Management (IREM) for more than 20 years. He is a senior instructor with dean status who has earned top ratings from both his students and peers.

French is a proficient writer. His articles have appeared in many publications, including the *Journal of Property Management* and the *New England Real Estate Journal*. The Institute of Real Estate Management published his book, *Government Assisted Housing: Professional Strategies for Site Managers*. French also is a member of IREM's prestigious Academy of Authors.

French was recognized for his devotion to teaching. At every course he teaches, he can be found, even during the breaks, bent over a table helping a student with a challenging property management concept. He takes every classroom presentation very seriously, treating it as if it were the most important of his career. He is his own sharpest critic.

Thanks to French, many property and asset managers have achieved successful and honorable careers, many nonprofit housing providers have owned and managed successful, quality projects, and thousands of affordable housing residents live in safe, comfortable and happy homes.

Advanced Practitioner Program Offering

Are you a seasoned community development practitioner or board member? If so, you may be interested in Neighborhood Reinvestment's Advanced Practitioner Program (APP), an expanding curriculum designed to meet the needs of busy and successful professionals; all learning is applied and performance-based.

At the NeighborWorks® Training Institute in New Orleans, the APP course Exit Strategies for LIHTC Projects (AP301), will be offered December 13 and 14. This course will help you evaluate how your low-income housing tax credit project is

performing, compared to initial expectations. Learn whether changes to your strategy are needed to optimize the nonprofit owner's position, especially with regard to purchase of the project at the end of the 15-year compliance period. This course will deal specifically with fair market, exit taxes, and alternatives to continuing partnerships for the full 15 years. Visit www.nw.org/training for details.

Board-Excellence Symposium in New Orleans

Mark your calendars for Thursday, December 16, for the symposium "Unleash the Power of Your Board: Rejuvenate and Realize Your Board's Optimal Potential," which will be held at the NeighborWorks® Training Institute in New Orleans. On Friday, December 17, follow-up roundtable discussions on selected topics will allow for more in-depth discussion and problem solving among board member peers and consultants. The symposium will cover topics that address the key roles and responsibilities of board members, and how to bring your board to the next level of excellence. Watch for more details on www.nw.org/training.

Nonprofit Housing Management Specialist® Course

This intensive, five-day survey course, offered January 19-23, 2005, in San Antonio, is the first course in professional certification from the Consortium for Housing and Asset Management (CHAM). It introduces the functions, requirements and systems of good asset management and is ideal for property managers who know their tasks but lack a professional framework in which to analyze and evaluate property performance; community development corporation staff responsible for management oversight and board reporting who have had little direct property management experience; and directors of property management who are building new systems. The registration deadline for this course is November 15. ■