



**HARVARD
BUSINESS SCHOOL**
Executive Education

LEADING PEOPLE AND INVESTING TO BUILD SUSTAINABLE COMMUNITIES
A HARVARD BUSINESS SCHOOL EXECUTIVE PROGRAM DEVELOPED WITH AFOA CANADA
COHORT 4 – MAY 4 – MAY 8, 2020

PROGRAM OVERVIEW

This is the fourth year that **AFOA Canada** has partnered with **Harvard Business School** to offer a program for Senior Administrators, Executive Officers, Elected Leaders and Senior Managers working in Indigenous communities and organizations on-reserve, off-reserve and in urban, rural and isolated settings across Canada.

Developed under the guidance of HBS Executive Education, the *Leading People and Investing to Build Sustainable Communities Program* is the only program of its kind in North America. The program brings together HBS Faculty and guest speakers who are "specialists" in their fields and proficient in Indigenous matters.

This **4-day Program** will be delivered based on the Schedule below. The participants in your customized cohort will have the opportunity to engage in interactive and participatory sessions with each other from various communities and organizations. At the program's conclusion, participants will receive a Certificate of Completion from the Harvard Business School.

ABOUT THE PROGRAM: This four-day program provides the participant 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 the investments with a longer-term view toward building sustainable communities. The skill sets of entrepreneurial finance, negotiations, and change management complement effective governance of community investments. Participants learn using the HBS case study method. Interactive lectures and small study groups ensure lively, thought-provoking discussions and the sharing of innovative ideas.

PROGRAM THEMES: The themes of the program will cover the following:

Investment Governance – Participants will better understand investments and good governance practices over investments.

Entrepreneurial Finance - Participants will build a framework and develop a better understanding of the valuation of potential investments, specifically pre-revenue start-ups.

Negotiations – Participants will enhance their negotiating skills and develop negotiation strategies at an individual and team level.

Change Management – Participants will develop effective strategies for leading through change at both an organizational and community level.



CERTIFICATION REQUIREMENTS

To be eligible for the Harvard Business School Executive Program, applicants should demonstrate the following;

Management Experience: Ability to lead, innovate, and inspire success at the highest levels of professionalism.

Indigenous Experience: Experience of successfully working in or with an Indigenous organization or community.

Preference will be given to Indigenous applicants and those who hold an AFOA Canada certification. (CAFM, CAPA or CIL).

APPLICANT REQUIREMENTS

Applicants are required to submit a completed application to AFOA Canada by **January 17, 2020**, but applicants are encouraged to submit a completed application as early as possible.

A complete application includes the following.	
<input type="checkbox"/>	Completed in full and signed HBS Executive Program Application Form
<input type="checkbox"/>	Please provide proof of Indigenous ancestry e.g. Status Card or community letter; if applicable
<input type="checkbox"/>	Submission of an <u>updated</u> Resume
<input type="checkbox"/>	Submission of a Letter of Introduction 2-page Maximum (see below)
<input type="checkbox"/>	Payment method identified. (Upon confirmation of acceptance a minimum of 50% is due. Full payment is due by April 2, 2020.)
<input type="checkbox"/>	Signed participant agreement form

Letter of Introduction:

In the letter, applicants are given the opportunity to highlight the experiences they have working in senior management positions and Indigenous organizations. They are also asked to respond to the following questions.

- a) Why are you interested in the Harvard Business School Certificate Program?
- b) What value can you bring to the Program and how do you plan on transferring this knowledge to other community members or in your organization?
- c) Please outline how you have engaged with the AFOA Canada community in the past? (*e.g. conference speaker, workshop facilitator, volunteered on committee or boards, submission of articles to the Journal of Aboriginal Management (JAM), etc.*)

PROGRAM DATES: May 4 - 8, 2020

PROGRAM TIMES: 1 pm Monday, May 4, 2020, to 12 pm Friday, May 8, 2020.

In general, program sessions held daily from 8 am to 6 pm. **To receive the most out of the program**, group meetings outside of these hours are also required and mandatory for participants to attend.

LOCATION: In residence at the Harvard Business School, Harvard Campus, Boston, Massachusetts, USA



HARVARD BUSINESS SCHOOL EXECUTIVE PROGRAM

Leading People and Investing to Build Sustainable Communities Application Form - May 4 - 8, 2020

APPLICANT INFORMATION

Mr. Ms. Mrs. Dr. Designation (i.e. CAFM, CAPA, CIL, CPA, PhD, etc.): _____

Last Name: _____ First Name: _____ Middle Initial: _____

Current Title/Position: _____

Organization: _____

Type of Organization:

First Nation Band Administration Inuit Organization Métis Organization

ADDRESS OF ORGANIZATION (This information is used by Harvard University)

Mailing Address: _____ Suite Number: _____

City/Town: _____ Province/Territory: _____ Postal Code: _____

Telephone: () _____ Fax: () _____ Website: _____

Work Email: _____

HOME ADDRESS (This information is used by AFOA Canada)

Mailing Address: _____ Apartment Number: _____

City/Town: _____ Province/Territory: _____ Postal Code: _____

Telephone: () _____ Fax: () _____ Mobile (Cell): () _____

Preferred Email: _____

MEMBERSHIP INFORMATION

AFOA Canada Member: Yes No Member ID: _____ Member Since: _____

Preferred Contact Address: Home Organization

Preferred E-Mail Address: Home Organization

INDIGENOUS INFORMATION (Preference will be given to First Nation, Inuit & Métis Candidates)

Are you: First Nations Métis Inuit Non-Indigenous Undisclosed



EXPERIENCE: Please list your experience in the following areas. Attach a separate list if necessary.

MANAGEMENT EXPERIENCE		
Organization	Title of Position	Years Served

INDIGENOUS EXPERIENCE		
Organization	Title of Position	Years Served



Tuition Payment and Information (Tuition is not subject to HST):

- **Members Tuition** rate of \$3,900 CAD* is required.
- **Non-Members are welcome to apply.** Non-Member applicants must commit to a 3-year AFOA Canada Individual Membership,
**Please note that this amount is subject to change given USD exchange rates.*
- 50% minimum payment is required upon confirmation of acceptance. Final payment is due by April 2, 2020.
- A \$100 application fee (NON-REFUNDABLE) will be processed upon receipt of application. If you are accepted into the program, this application fee will be credited toward the tuition fee.

INDICATE METHOD OF PAYMENT OF APPLICATION FEE

Cheque enclosed (Payable to AFOA Canada) NSF cheques will be subject to a \$37.50 fee.

Credit Card (Complete the following.)

VISA MasterCard American Express

Credit Card Number: _____ Expiry: ____ / ____ (mm/yy)

Cardholder Name: _____ Authorization Amount \$ _____

Cardholder Signature: _____

Upon confirmation of acceptance:

- Please charge me the full amount immediately.
- Please charge me 50% immediately and the remaining 50% April 2, 2020

Fax this form to 613-722-3467 and mail a copy with your payment to:

AFOA Canada

1066 Somerset Street West, Suite 301
Ottawa, ON, K1Y 4T3

Please direct any questions to AFOA Canada by telephone 1-866-722-2362 or 613-722-5543
or by email dbeaver@afoa.ca or visit www.afoa.ca.

DECLARATION

I hereby certify that all statements on the application and any support materials provided are true, correct and complete and all material information has been disclosed. I understand that my admission to or registration in the Program may be revoked after notice in writing is provided should information be found to the contrary.

CONSENT

With admission to the Harvard Business School Executive Program, the applicant grants permission to AFOA Canada to use his/her name, biographical information and photographs in any and all AFOA publications, public relations activities such as brochures, websites, newspapers, reports, and others without payment or any other consideration.

SIGNATURE: Your signature is required as authorization of registration. Please sign and date below.

Applicant's Signature: _____ Date: _____



PROGRAM FEES

Program fees include costs for tuition, all session materials, administration, review and approval of applications, accommodations in a single-occupancy room in the HBS Executive Residence facilities, meals (including breakfast, lunch, dinner, and breaks), session facilitators, guest speakers, and certificate of completion. ***Please note: Regarding accommodations: check in is Monday, May 4, 2020, and check out is Friday, May 8, 2020)*

Cancellation Policy of Tuition:

- Cancellations are to be received **in writing** by AFOA Canada by Fax (613-722-3467) or email tgoodtrack@afoa.ca no later than **April 2, 2020**
- Cancellations received April 2, 2020, or prior will receive a reimbursement minus a \$500 CAD cancellation fee.
- Cancellations received after April 3, 2020, NO refunds will be provided.
- Substitutions may be granted providing substitutions meet required program criteria.
- Should AFOA Canada need to cancel or postpone a session offering, applicants will be issued a full refund or be provided with a credit on account to be applied to another offering within one calendar year.

Participant Agreement:

By submission of this application, I fully understand that I am applying for the Harvard Business School Executive Program in partnership with AFOA Canada. I also understand and agree that I am applying to represent, my company and AFOA Canada and will do with the utmost integrity and respect.

I agree to arrive fully prepared by reading the required case studies in advance, attend all group sessions and class lectures as required during this time frame. Failure to do so could result in not receiving my certificate of completion.

Signature

Date