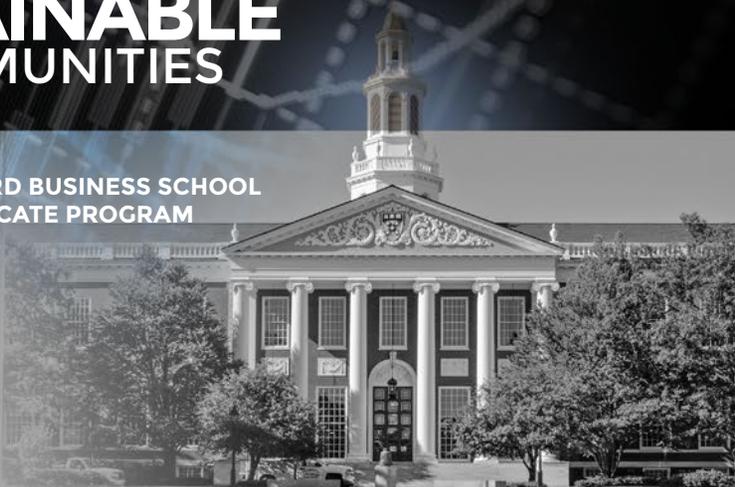




**LEADING  
PEOPLE AND  
INVESTING  
TO BUILD  
SUSTAINABLE  
COMMUNITIES**



HARVARD BUSINESS SCHOOL  
CERTIFICATE PROGRAM



**HARVARD  
BUSINESS SCHOOL**  
Executive Education



**AFOA CANADA**  
*Building a Community of Professionals*



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# LEADING PEOPLE AND INVESTING TO BUILD SUSTAINABLE COMMUNITIES

HARVARD BUSINESS SCHOOL CERTIFICATE PROGRAM

**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.

**PARTICIPANT SELECTION** All applicants must complete the full application form. Preference will be given to Indigenous CAFM and CAPA designates and AFOA Canada Members. 40 participants will be selected from Senior Administrators, Executive Officers, Elected Leaders and Senior Managers working in Aboriginal communities and organizations on-reserve, off-reserve and in urban, rural and isolated settings across Canada. Participants should have post secondary experience. The selective nature of this program will help to ensure the highest engagement with Harvard faculty and an open and fruitful collaboration among peers. Please see application form for full details.

**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 for 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.

**PROGRAM CERTIFICATES** Upon successful completion, all participants will be awarded a Harvard Business School Certificate of Program Completion.

**TUITION** **\$3,900 CAD (\$2,500 USD + \$500 CAD)**

Tuition includes class materials, single room accommodation in the HBS executive residence, and all meals for the duration of the program (breakfast, lunch, dinner and breaks). (See note on application page regarding payment.) Payment in full must be received by April 2, 2017. At least half of the payment must accompany application.

**DATES** May 1-5, 2017

**TIMES** 1pm Monday, May 1st, 2017 to 12pm Friday, May 5th, 2017  
In general, program sessions will be held daily from 8am to 6pm.

**LOCATION** In residence  
Harvard Business School, Harvard University Campus  
Boston, Massachusetts, USA

**TO APPLY** Please see full application form or contact AFOA Canada at 1-866-722-2362 or visit [www.foa.ca](http://www.foa.ca). Participation is limited and seats will fill quickly. Applications must be received by Friday, March 10th, 2017.

**HARVARD FACULTY** **TOM NICHOLAS** (CO-CHAIR) WILLIAM J. ABERNATHY PROFESSOR OF BUSINESS ADMINISTRATION, ENTREPRENEURIAL MANAGEMENT

**DAVID L. AGER** (CO-CHAIR) SENIOR FELLOW, ORGANIZATIONAL BEHAVIOR AND MANAGING DIRECTOR, EXECUTIVE EDUCATION

**FRANCES X. FREI** SENIOR ASSOCIATE DEAN FOR EXECUTIVE EDUCATION AND UPS PROFESSOR OF SERVICE MANAGEMENT

**STUART C. GILSON**  
STEVEN R. FENSTER PROFESSOR OF BUSINESS ADMINISTRATION, FINANCE

**RAMANA NANDA**  
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