

# **P O N O 2007-2008**

## **Promoting Outstanding Nonprofit Organizations: The Case & Hawaii Community Foundations' Leadership Development Program**

The Case and Hawai'i Community Foundations are pleased to announce their partnership in promoting innovation and entrepreneurship in the social sector through: Promoting Outstanding Nonprofit Organizations (PONO), a leadership development program that brings together mid-career, non-profit executives for a dynamic, peer-centered, professional learning experience. In times of rapid change and increasing challenges, nonprofits need executives with the ability to adapt to and take advantage of changing circumstances. It is the goal of PONO to create a network of empowered, innovative, and resilient executives, capable of navigating change and moving their organizations towards social innovation with greater impact.

### **PONO Offers Participants:**

- A new, diverse peer network of successful nonprofit executives
- A dynamic framework for leadership exploration and development through the application of skills in a 10-month, peer-centered learning environment
- A variety of learning opportunities that promote innovation and creative thinking
- An opportunity to develop stronger management and entrepreneurial skills

### **PONO Offers Organizations:**

- A leadership development program that is directly responsive to the organization's needs, issues and role in the community
- Increased capacity for stability, growth and impact through the focused development of its executive's leadership skills and talents
- An opportunity to address a critical organizational capacity building issue with a grant of up to \$30,000 for approved projects
- A chance to develop social entrepreneurship strategies that are relevant for your organization.

## **Journey of a PONO Leader**

**Kick-Off Event** – At a 2-day retreat, participants become acquainted with each other while gaining an understanding of the program, timeline, resources available, and expectations for participation. The session will focus on the role of the nonprofit board, the importance of the board chair's role, and the dynamics between executive and board. The participation of each organization's board president for part of a day is a powerful element of this kick-off event.

**Learning Circles** – Participants meet six times over the course of a year to explore the role of a nonprofit leader. These six one-day sessions are in addition to the 2-day Kick Off and the 2-day Capstone events. Each session will focus on a different aspect of leadership in the nonprofit context; using a peer-centered learning model, in which faculty guide dialogue among participants. Presentations and required readings will be kept to a minimum, with emphasis placed on real-world knowledge and the development of a learning community. Participants will have a chance to meet and discuss strategies with the leadership from HCF and the Case Foundation.

**Organizational Capacity Building Projects** – PONO provides participants a grant of up to \$30,000 to design and implement a capacity building project that focuses on a critical issue or entrepreneurial opportunity facing their organization. These projects should help to transform some aspect of the organization, and be a vehicle through which participants develop their ability to creatively problem solve. Projects are supported by consultations with faculty and continuous dialogue with PONO Leader peers. Foundation staff will evaluate project proposals, and grant support will be available for well-defined, strategic projects.

**Capstone Event** – A culminating two-day retreat that engages participants in reflection on what they have learned, sharing of the outcomes of their projects, and discussion of how the peer network will be furthered through the alumni program. A graduation ceremony will recognize their achievements. Participants will be invited to contribute to the development of future PONO leaders by providing feedback to the faculty and HCF. Board presidents will be important participants for part of this event.

### **Commitment to Participate**

Each applicant commits to: actively and fully participating in the PONO Leadership Program for the entire program by attending all PONO sessions; completing all assignments between sessions, and developing and implementing an organizational capacity building project during PONO.

Each applicant's organization commits to: actively supporting the Executive Director's full participation in PONO; paying the program tuition of \$750; and, attendance by the board president at the Kick-Off and Capstone events.

The Case and Hawaii Community Foundation's will provide a broad range of programs, services, and resources along with meals, travel, venue and logistical coordination to the PONO Leadership Program.

## **Application Process**

Each applicant must submit:

- **Application** – Attached form that provides contact, personal, and organizational information.
- **Recommendations** – two Recommendation Forms prepared by individuals who can speak knowledgeably to the applicant's leadership abilities.
- **Resumé** – Current resumé or curriculum vitae, detailing applicant's professional experience and education.
- **Statement of Commitment** – signed by both the applicant and the President of the Board of Directors.
- **Board Resolution** – supporting the Executive Director's full participation in the program.
- **Organization Information** –
  - 501(c)(3) letter (if a first-time application to HCF)
  - Board of directors list with professional affiliations
  - Copy of audited financial statement, or
  - IRS Form 990 for most recent year
  - Current, board-approved operating budget

## ***Candidate Selection***

### ***Applicants must:***

- *Have executive-level management experience, and at least two years paid in their current position*
- *Demonstrate an ability to creatively problem-solve*
- *Show strong interest in learning*
- *Demonstrate commitment to the nonprofit sector*
- *Be able to make commitment to full participation in the program*
- *Have access to a computer with an e-mail account and internet access*

### ***Organizations must:***

- *Be a nonprofit with a paid executive for at least three years*
- *Be financially viable, with an annual budget of at least \$250,000*
- *Have paid staff and/or a corps of dedicated volunteers (in addition to the executive)*
- *Fully commit to the program and the executive's participation*

**Interviews** – Applicants may be contacted for personal interviews by HCF staff.

**Selection Committee** –HCF and Case Foundation staff will review applications. Those chosen as participants will be notified by May 30, 2007.

**Applications and supporting documents are due March 30, 2007 (postmark deadline).**

***Please submit your application to:***

*Hawaii Community Foundation  
PONO Leadership Program  
1164 Bishop Street, Suite 800  
Honolulu, Hawai'i 96813*

## About La Piana Associates

HCF has selected La Piana Associates, Inc. (LA Inc.), a leading national nonprofit consulting firm based in California, to lead the Promoting Outstanding Nonprofit Organizations Leadership Program. The combined experience and skills of its principal and senior associates — who have held senior positions in foundations, nonprofits, management service organizations, and consulting firms — enables LA Inc. to take on complex projects that require both an outsider's perspective and an insider's proficiency. La Piana Associates grew out of David La Piana's 25 years working in the nonprofit sector. Three major California foundations (David and Lucile Packard, James Irvine, and William and Flora Hewlett) suggested that LaPiana form the firm, and then supported its launch with venture-capital grants.

The LA Inc. team brings extensive consulting experience to clients located throughout the country. Its consulting practice spans a broad range of issues of concern to funders and nonprofits. LA Inc. staff includes experts in human resources, organizational culture, marketing and communications, strategic planning, organizational assessment, strategic restructuring, management restructuring, nonprofit finance, web design and database design. Blending these core competencies and specialized skills, LA Inc. provides an unbeatable combination of consulting expertise.

LA Inc. is also committed to research and strives to make its findings available to the nonprofit sector through publications, workshops, and presentations, as well as through its consulting practice. In the past six years, the firm has conducted major research into partnership behavior among nonprofits, as well as completion of the largest study of nonprofit strategic restructuring (e.g., mergers, joint ventures, and consolidations) ever conducted.

David La Piana is an accomplished teacher and presenter. He has taught nonprofit leadership and management in master's level programs at the Institute for Nonprofit Management at the University of San Francisco, and the Haas School of Business, at the University of California, Berkeley, as well as lecturing around the country.

To learn more about LA Inc., visit their website ([www.lapiana.org](http://www.lapiana.org)), one of the sector's most frequently used resources for information on nonprofit partnerships.

### Program Dates

**Kick-off Event:**

September 5-6, 2007

**Sessions:**

October 4, 2007;

November 8, 2007;

December 13, 2007;

January 24, 2008;

March 6, 2008;

April 10, 2008

*Program sessions generally  
run from 9:30am to 3:30pm.*

**Capstone Event:**

May 28-29, 2008

### Overview of Sessions

1. Managing Strategic Issues I
2. Managing Strategic Issues II - Strategy Development
3. Leading and Managing People I – Developing a Shared Vision
4. Leading and Managing People II - Managing for Success
5. Leading in the External Environment I – Strategic Restructuring and Collaboration
6. Leading in the External Environment II - Personal Leadership



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**PONO Leadership Program Application  
SUBMISSION CHECKLIST**

- Cover sheet
- Application: Individual Profile
- Application: Organization Profile
- Application: Issue Analysis
- Applicant's resume
- Two Recommendations
- Signed Participant's Commitment
- Board resolution supporting Executive Director's full participation in the program

Copy of your organization's

- 501(c)(3) letter (if this is a first-time application to HCF)
- Board of directors list with professional affiliations
- Copy of audited financial statement or IRS Form 990 for most recent year
- Copy of board-approved, current operating budget

**Applications and supporting documents are due March 30, 2007 (postmark deadline).**

***Please submit your application to:***

*Hawaii Community Foundation  
PONO Leadership Program  
1164 Bishop Street, Suite 800  
Honolulu, Hawai'i 96813*

Incomplete applications or applications postmarked/submitted after the deadline will not be considered.

Please call Pi'ikea Miller at (808) 537-6333 with questions.  
Neighbor Island applicants please call via HCF's toll free line (888) 731-3863.



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**PONO Leadership Program Application  
COVER SHEET**

Applicant: \_\_\_\_\_

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

Position in organization: \_\_\_\_\_

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

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

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Website: \_\_\_\_\_

**Eligibility Criteria**

How long have you served in your current position?

Less than 2 years  2 -5 years  6 - 10 years  11 - 20 years  21+ years

How long has your organization been a nonprofit with paid staff?

Less than 3 years  3 - 5 years  6 - 10 years  11 - 20 years  21+ years

Total number: Full-time & Part-time Staff: \_\_\_\_\_ Volunteers: \_\_\_\_\_

Total annual operating budget: \$\_\_\_\_\_

***Application Package Guidelines:*** Applications are to be single-sided on white 8-1/2" x 11"; font size not less than 12 pt; no binding folders or staples; and, no videos or CDs.

## PONO Leadership Program Application

### INDIVIDUAL PROFILE

***PONO is based on a belief in the power of individuals to make a difference in their organizations and their communities. Please answer the following questions in this order; keeping your responses concise, and limited to a total of no more than one (1) page.***

1. Why have you chosen to make a career in the non-profit sector, and what experiences led you to this decision?
2. Describe the most difficult leadership challenge you have faced and how it has shaped the kind of leader you are today. Then, describe the kind of leader you want to become, and how PONO can help you achieve this.

### ORGANIZATION PROFILE

***Organizational Capacity Building begins with an organization's understanding of the "whole" organization and how all elements contribute to its ability to achieve its mission. Please answer the following questions in this order; keeping your responses concise, and limited to a total of no more than one (1) page.***

1. Briefly describe the history of the organization, and how it focuses on its mission.
2. Discuss what forces outside of the organization (the external environment) have had significant impact upon the organization recently, and how the organization views and manages change.

### ISSUE ANALYSIS

***The PONO Leadership Program has been designed to empower leaders as they explore and develop their leadership ability in addressing critical organizational issues. Please keep your responses to this section concise, and limited to a total of no more than one (1) page.***

Discuss the critical issue (whether challenge or opportunity) facing your organization at this point in time. Discuss what you hope to gain through the PONO Program that will help you as a leader in addressing this critical issue.







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**PONO Leadership Program Application  
PARTICIPANT'S COMMITMENT**

If selected as a PONO Leader, I commit to:

1. Actively and fully participate in the PONO Leadership Program for one year (August 2007 – June 2008).
2. Attend all sessions of the PONO Leadership Program.
3. Complete all assignments as required between sessions.
4. Develop and implement an organizational capacity building project during the 2007-2008 PONO Leadership Program, with funding support from HCF for approved projects.

Our organization commits to:

1. Actively supporting the Executive Director's full participation in the PONO Leadership Program.
2. Pay costs related to tuition and miscellaneous program expenses totaling \$750.
3. Attendance by the President of the Board of Directors at the first and last sessions of the PONO Leadership Program.

\_\_\_\_\_  
Executive Director's signature

\_\_\_\_\_  
Print name

\_\_\_\_\_  
Date

\_\_\_\_\_  
President/Board of Director's signature

\_\_\_\_\_  
Print name

\_\_\_\_\_  
Date