Executive Leadership Program

Executive Leadership Class of 2014

For 26 years, the National Hispana Leadership Institute has fostered hundreds of Latina leaders through its award winning Executive Leadership Program (ELP). NHLI is ranked among the Top Twenty Leadership Programs for Latinos by Latino Leaders Magazine, and recognized by the Independent Sector, the Center for Creative Leadership, and the U.S. Hispanic Leadership Institute for its unique work preparing Latinas for positions of national influence, public policy impact, and contributing to the advancement of the Hispanic community.

The Executive Leadership Program targets mid-career professional Latinas and advances a model that emphasizes and builds upon personal strengths. What makes NHLI’s program different from other leadership programs is that it addresses skill development and provides training and support through both a female and a Hispanic cultural lens. NHLI also promotes a heightened awareness of social responsibility and stronger attention to the needs of the broader Hispanic Community.
NHLI’s investment in Latina leaders is distinguished by the availability of top-ranking executive training at some of the nation’s leading institutions such as the John F. Kennedy School of Government at Harvard University and the Center for Creative Leadership. Upon completing the program, NHLI alumnae reinvest their refined skills into diverse sectors exponentially impacting the Latino community. The sphere of influence has become quite formidable and now represents an extensive list of influential Latinas in both the private and public sectors, strategically located in more than 40 states, and recognized “firsts” in many fields.

Program Commitment

The Executive Leadership Program spans 9 months and includes three components—training, mentorship, and leadership projects. The 2014 program begins in February 2014 and ends in October 2014. The rigorous training curriculum consists of four one-week sessions, each implemented in a different city, which develops participants’ skills in cross-cultural communication, strategic management, public policy and leadership building. The mentorship component commits participants to mentoring a minimum of two other Latinas during the program year. Additionally, participants will design and complete their individual leadership project that significantly impacts the community, is implemented during the program year and is completed prior to the graduation date.

To assure full commitment to the program and to allow participants to fully participate in daily presentations and activities, the use of electronic devices will not be permitted during the sessions except during designated breaks. Participants are encouraged to keep contact with work at a minimum, preferably not at all, and restrict family contact to free hours, short of an emergency. Your employer and/or direct supervisor’s Letter of Commitment accepts that you will not be available for work-related matters while in training. Your full attention and participation is expected. As a matter of courtesy and respect, participants are asked to keep all communication devices turned off or on mute as well as out of sight during training sessions and activities. Contact numbers for emergency contact only will be provided to participants.
Participants are expected to be timely in arriving for sessions as well as return in a timely fashion from designated breaks and meals. Participants are expected to attend the full day of training or activity, not seek to be excused or be absent without prior approval for an excusable reason, not to include a work-related reason.

**Training Curriculum**

» **Week I: Understanding Yourself and Others** focuses on learning about leadership strengths and areas for development, cross cultural communication, conflict resolution, team building, the development of support networks and setting development goals.

» **Week II: Effective Change Through Public Policy and Management** is a specially-designed certificate program by the John F. Kennedy School of Government at Harvard University for NHLI. This program week highlights public management, negotiation skills, and strategic management through a case study approach.

» **Week III: Leadership Development Program** is conducted at the Center for Creative Leadership, the top corporate executive leadership institute in the country, and combines lectures, group exercises, assessment questionnaires and individual feedback sessions to provide participants with information about their leadership, behavioral and decision-making styles.

» **Week IV: Bringing Leadership Home** focuses on how public policy impacts all communities and specifically the Hispanic Community. Participants will focus on their individual endeavors to impact and reinvest in their local Hispanic community. This fourth and final week culminates with the attendance of the 2014 national conference and graduation ceremony.
Mentorship and Service Impact

Participants are required to mentor at least two Latinas of their choosing. NHLI encourages participants to seek current or recent graduates of NHLI’s Latina’s Learning to Lead (LLL) and the Advancing Latina Leaders in Non-Profits (ALL IN) programs. The mentoring requirement is self-directed; participants self-select their mentees. Participants will be required to provide specific feedback to NHLI. Specific parameters on what to report as well as general guidelines for the mentoring experience will be provided. NHLI does not seek to define the mentoring experience but rather monitor it as well as collect meaningful data that will enhance future programs and potential funding sources. Fellows are free to develop and maintain their mentoring experiences to their personal satisfaction.

Impacting the Hispanic community is the focus of the required leadership/community service component. Each fellow is required to implement a leadership project in her community that addresses a specified need. Fellows must complete their leadership program prior to their expected graduation date. Fellows will also be required to submit a written report to NHLI in advance of graduation that details the project. It is anticipated that a community leadership project will have an impact on more than 22 individuals.

Two notable examples of NHLI leadership projects include:

**National Latino Children’s Institute (NLCI)** was created through a joint project of Becky Barreras (Class of 1993) and Bibi Lobo (Class of 1997). What started as a concept with Becky became a full blown initiative when Bibi joined the efforts. Together they tapped into the talents and expertise of NHLI board members, supporters, and instructors ranging from White House staff and U.S. Congress to Harvard professors. They called on the NHLI alumnae network to open doors in more than 130 cities across the country where they introduced hundreds of thousands of children, parents, and educators to programs such as book fairs for literacy, neighborhood car seat safety programs, and health fairs promoting well-baby checkups. To date, an estimated 5 million people have been impacted by NLCI, which is currently lead by another NHLI alum, Josephine Garza (Class of 1993).

**Las Comadres** Nora Comstock (Class of 2000), felt so strongly about Latinas being able to “connect” with one another that she began what may now be the largest Latina electronic network in the nation - Las Comadres Para Las Americas. The network is becoming a powerful movement across the country. It began as a small electronic and face-to-face network of professional Latinas in Austin, Texas, and in 2003 expanded to Dayton, Ohio, across Texas and nationwide. In 2009 Las Comadres started its first international network in London. Today it includes more than 20,000 Latinas from all walks of life and is moving into the international arena with groups in Puerto Rico, Canada, and Latin America on the horizon.
Program Requirements

» A minimum of ten years of consecutive, substantive professional work experience.
» Must be 30 years of age or older.
» Demonstration of leadership (currently and potentially) as indicated by professional, volunteer, and other activities and documented through letters of recommendation.
» Strength of character, motivation, and commitment to personal and professional goals.
» Full intention to participate in all program activities and a commitment to continue to support NHLI.

Please note: The program is not appropriate for women who are full-time students, seeking elected office, or going through professional or personal transition. It requires a considerable time commitment and the full attention of all of the participants during the training sessions.

Applicants must submit completed application before December 6, 2014 at 5pm EST. No exceptions.

Class of 2014 Mandatory Program Dates

<table>
<thead>
<tr>
<th>Program Welcome and Orientation Webinar</th>
<th>TBD</th>
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<tbody>
<tr>
<td>Week 1 California Retreat</td>
<td>February 9 - 15, 2014</td>
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<tr>
<td>Venue TBD</td>
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<tr>
<td>Week 2 Boston, MA</td>
<td>March 16 – 22, 2014</td>
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<tr>
<td>John F. Kennedy School of Government, Harvard University</td>
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<tr>
<td>Week 3 Multi-Cities</td>
<td>Participant to select a week between April and August, 2014</td>
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<tr>
<td>Center for Creative Leadership</td>
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<tr>
<td>Mentoring Relationships</td>
<td>Participants to select, develop and maintain a mentoring relationship with at least two Latinas within the program year</td>
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<tr>
<td>Leadership Projects</td>
<td>Project proposals must be submitted to NHLI staff before the start of Week 4.</td>
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<tr>
<td>Week 4 Public policy impact and community training. Concludes with graduation.</td>
<td>October 12-18, 2014</td>
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Application Process

The deadline for receipt of the completed application is Friday, December 6, 2014 at 5:00pm EST. All applications must be completed online or e-mailed to programs@nhli.org. A complete application includes:

» Completed on-line application
» Two letters of recommendation to be e-mailed directly to programs@nhli.org
» One letter of commitment from supervisor to be e-mailed directly to programs@nhli.org
» Non-refundable $100 application fee (checks made payable to NHLI) or online: www.nhli.org/ELP_applicationfee

All applications are kept confidential. NHLI’s staff will send an e-mail confirming receipt of all applications by Thursday, January 16, 2014.

Selection Process

Each application is carefully read and scored by the members of the Selection Committee. The Selection Committee is made up of a diverse group of alumnae of NHLI during the first round of the selection process. Participants selected during the first round will be invited to participate in one-on-one interviews with members of the Selection Committee.

The Selection Committee employs the following evaluation scale when scoring each application:

<table>
<thead>
<tr>
<th>Category (100 total points available)</th>
<th>Point Value</th>
</tr>
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<tbody>
<tr>
<td>Professional experience</td>
<td>35 points</td>
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<tr>
<td>Involvement in community service activities</td>
<td>30 points</td>
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<tr>
<td>Essays</td>
<td>25 points</td>
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<tr>
<td>Recommendation letters</td>
<td>10 points</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Additional points assessed for:</th>
<th>Point Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumna of NHLI’s Latinas Learning to Lead Program</td>
<td>5 points</td>
</tr>
<tr>
<td>Alumna of NHLI’s Advancing Latina Leaders in Non-profits Program</td>
<td>5 points</td>
</tr>
<tr>
<td>Previous NHLI applicant</td>
<td>4 points</td>
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Applicants will be notified by e-mail regarding final selections by January 24, 2014.
Tuition

Tuition costs covers class year program days for the first week of the program in California, the second week of the program in Boston, Massachusetts as well as the final week of the program in Washington, D.C.

Payment is due in full by January 24, 2014. Any payments received after that date will be assessed a $250 late fee.

<table>
<thead>
<tr>
<th>Applicant Type</th>
<th>Tuition</th>
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<tbody>
<tr>
<td>Employees of (Fortune 1000) corporations who are currently not NHLI sponsors or NHLI sponsors below the $35,000 level</td>
<td>$15,000</td>
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<tr>
<td>Employees of Corporate Sponsors at the $35,000 level and above. Sponsorship opportunities can be found at:</td>
<td>$7,200</td>
</tr>
<tr>
<td><a href="http://www.nhli.org/sponsors_opps.htm">http://www.nhli.org/sponsors_opps.htm</a></td>
<td></td>
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<tr>
<td>Employees of mid-size private companies with revenue in excess of $100 million</td>
<td>$6,000</td>
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<tr>
<td>Self-employed/Entrepreneurs, employees of small businesses with revenue under $100 million. Staff of non-profits, Academic Institutions, and Government Employees</td>
<td>$4,200</td>
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NHLI tuition fees cover the following costs associated with training. Participants will be required to finance all other expenses/incidentals:

**Week 1 California Retreat**
- Southwest Airlines vouchers to and from CA
- Group meals during the training program and the 25th Anniversary Training Conference
- Direct training costs (materials, presenters, etc.)

**Week 2 Harvard University**
- Lodging
- Group meals during the training program
- Direct training costs (materials, presenters, etc.)

**Week 3 Center for Creative Leadership**
- Tuition/direct training costs
- Some group meals during the training program

**Week 4 Washington D.C.**
- Southwest Airlines vouchers to and from D.C.
- Group meals during the training program
- Local group transportation to and from activities as designated
- Direct training costs (materials, presenters, etc.)
Refunds: Withdrawal from the program prior to December 5, 2012 will result in a 100% tuition refund. No refunds will be provided after December 5, 2012.

Participants will be responsible for some airfare, associated travel expenses, and lodging.

Special Note: The Center for Creative Leadership (CCL) has training locations outside the United States. Participants electing to attend a training program outside the United States will be personally responsible for paying for the difference in program costs in addition to travel costs. Payment should be arranged for and made directly to the CCL.

Important Dates

Applicants must observe the following dates and requests. Please note that noncompliance may be cause for dismissal from the program. For your records, you will receive an e-mail copy of these instructions upon acceptance into the program:

Deadlines

January 24, 2014 – The online acceptance packet must be completed. The online acceptance packet includes Memorandum of Understanding and release forms.

Upon your acceptance, you will receive further instructions on how to access the on-line portal. Full tuition payment is due upon acceptance. Make checks payable to National Hispana Leadership Institute and indicate the participant’s full name on the memo line.

Credit card payments will be accepted by phone only. You may call the NHLI office at 703-527-6007 ext. 016 to provide your credit card information.

Checks or money orders may be sent to:

National Hispana Leadership Institute  
Attn: Executive Leadership Program Coordinator  
P.O. Box 53038  
Washington, DC

January 28, 2012 – Headshot photos are due. A color professional head-shot will be used by NHLI in written and electronic media communications about your participation in the program. The photo must be e-mailed to programs@nhli.org
Recommendation Requirements

Each Executive Leadership Program applicant is required to provide one letter of recommendation from someone they know personally or professionally outside of their current place of work and one letter of support from her supervisor. Letters must be delivered via e-mail to programs@nhli.org or mailed to:

National Hispana Leadership Institute
ATTN: Executive Leadership Program Selection Committee
P.O. Box 53038
Washington, DC

With each letter of recommendation, please include the following information:

1. Applicant’s name
2. Reference’s name
3. Reference’s title and employer
4. Reference’s preferred mailing address
5. Reference’s e-mail address and phone number

Reference Questions: Please ask each reference to include the responses to the following questions in their letter:

1. How long have you known the applicant and in what capacity?
2. Why would you recommend this person for NHLI’s Executive Leadership Program?
3. Please describe the applicant’s commitment to a cause, issue or program.
4. Is there additional information you would like to share about the applicant?
5. For direct supervisor or employer: do you release the applicant from any requirements to continue contact with the workplace and/or participate actively or indirectly with her work assignments/requirements while participating in this four-week training program? If yes, please acknowledge clearly and specifically that the applicant is not required to do so. If no, please state what will be required of the applicant to continue working while in training.