### Leadership & Management Programs – Attended by Piper Fellows

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<tr>
<th>Program</th>
<th>Location</th>
<th>Courses</th>
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<tr>
<td>Adizes Institute</td>
<td>Santa Barbara, CA</td>
<td>2 ½-Day Breakthrough to Prime Seminar</td>
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<tr>
<td>ALIA Institute</td>
<td>Halifax, Nova Scotia</td>
<td>6-Day Summer Institute (formerly Shambala Summer Institute)</td>
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<td>American Management Association</td>
<td>San Francisco</td>
<td>5-Day MBA Seminar</td>
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<td>Results Oriented Communications Course</td>
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<td>Arizona State University Lodestar Center for Philanthropy &amp; Nonprofit Innovation</td>
<td>Phoenix</td>
<td>2-Day Course: Press, Power &amp; Politics</td>
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<td>2-Day Course: Social Entrepreneurship &amp; Diversity Strategies for Non-Profit Organizations</td>
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<td>Center for Creative Leadership</td>
<td>Colorado Springs, CO &amp; San Diego, CA</td>
<td>5-Day Course: Developing the Strategic Leader</td>
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<td>3-Day Workshop: Innovative Leadership</td>
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<td>5-Day Program: Leadership at the Peak</td>
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<td>5-Day Program: Leadership for Organizational Impact</td>
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<td>The Center on Philanthropy at Indiana University</td>
<td>Indianapolis, IN</td>
<td>Certificate in Fund Raising Management</td>
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<td>5-Day Course: The Basics of Fund Raising</td>
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<td>2-Day Course: Planned Giving</td>
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<td>2-Day Course: Interpersonal Communications</td>
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<td>2-Day Course: Major Gifts</td>
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<td>2-Day Course: Capital Campaigns</td>
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<td>2-Day Course: Financial Analysis for Nonprofit Leaders</td>
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<td>Cuernavaca Language School</td>
<td>Cuernavaca, Mexico</td>
<td>8-week Spanish immersion program</td>
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<td>Disney Institute</td>
<td>Orlando, FL</td>
<td>4-Day Course: Disney’s Approach to Leadership Excellence</td>
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<td>FranklinCovey</td>
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<td>3-Day Workshop: Leadership, Great Leaders, Great Teams, Great Results</td>
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<td>2-Day Workshop: 4 Imperatives of Great Leaders</td>
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<td>Georgetown University</td>
<td>Washington, DC</td>
<td>10-Day Nonprofit Management Program</td>
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<td>8-Day Nonprofit Leadership Institute</td>
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<td>Harvard Business School</td>
<td>Cambridge, MA</td>
<td>1-Week Course: Performance Measurement for Effective Management of Nonprofit Organizations</td>
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1-Week Course: Strategic Perspectives in Nonprofit Management
1-Week Course: High Potential Leadership Program
1-Week Course: Achieving Breakthrough Service: Leveraging Employee and Customer Satisfaction for Profit and Growth

INSEAD
Fontainebleau, France
1-Week Social Entrepreneurship Program

Institute for Healthcare
Cambridge, MA
20-Day Training Program: Advanced Training Program in Health Care Delivery Improvement

Leadership & Management Programs – Attended by Piper Fellows

Metàfora
Barcelona, Spain
2-Week Initial Diploma in Art Therapy Program

National Training Institute
Alexandria, VA
1-Week Course on Developing and Practicing Effective Interpersonal Skills
1-Week Course on Leadership
1-Week Course on Strategic Planning

National Training Laboratory Institute
Bethel, ME
14-Day leadership development program

Northwestern University, Kellogg School of Management
6-Day Course: Kellogg on Branding: Creating, Building, and Rejuvenating Your Brand

New York Film Academy
New York City
1-Week Acting for Film Course

Oxford University

London Campus
15-Day Course: International Summer School in Forced Migration

Opportunity Collaboration
Ixtapa, Mexico
4-Day Retreat/Collaboration Poverty Elimination & Social Justice

Pop!tech
Brooklyn NY & Camden, ME
Annual Conference: Social Change through Collaboration

The Ritz Carlton Leadership Center
Chevy Chase, MD
1-Day Workshop: Legendary Service at the Ritz Carlton

Second City Theatre
Toronto
5-Day Adult Intensive Training in Improvisational Theatre and Comedy

Society for Organizational Learning
Cambridge, MA
3-Day Course: Foundation for Leadership

Stanford Graduate School of Business
Stanford, CA Campus
2-Week Program: Executive Program for Nonprofit Leaders
2-Week Program: Executive Program in Social Entrepreneurship
2-Week Program: Executive Program for Growing Companies
1-Week Program: Business Strategies for Environmental Sustainability
1-Week Program: Managing Teams for Innovation & Success
1-Week Program: Executive Program for Women Leaders
1-Week Program: Customer-Focused Innovation
Wharton School of Business, University of Pennsylvania
Philadelphia, PA
Certificate of Professional Development
  1-Week Course: The Leadership Journey
  1-Week Course: Finance and Accounting for the Non Financial Manager
  1-Week Course: Women in Leadership
  1-Week Course: Building Relationships that Work

Other Programs & Projects of Piper Fellows

Visits to best practice sites around the country
Leadership and strategic planning retreat

National conferences and conventions
Reflection and journaling; yoga and meditation; creative writing conference

Internship with national nonprofit organization

Certified personal coach to clarify individual development and business goals

Leadership & Management Programs of Interest

Columbia Business School Executive Education

4-Week Senior Executive Program
  Includes in-depth sessions covering leadership and strategy, functional excellence, and global business issues.

4-Week Senior Leaders Program of Nonprofit Professionals
  Focuses on strategic management, finance, fund development, marketing and organizational behavior

2-Day Leadership Essentials
  Covers team leadership, emotional intelligence, conflict management and managing change.

2-Week Columbia Essentials of Management
  Key concepts and tools in strategy, leadership, finance and marketing.

6-Day High Impact Leadership
  Includes 360-degree feedback and one-on-one coaching to become a more effective leader.

5-Day Leading Strategic Growth and Change
  For senior-level executives who seek significant growth opportunities for their organizations.

Dartmouth College, Tuck School of Business
1-Week Leadership and Strategic Impact
  Integrates three core areas—strategy, communication and leadership skills.

3-Week Tuck Executive Program (TEP)
  Senior executive program which emphasizes personal leadership transformation.

**Duke University, Fuqua School of Business**

1-Week Duke Leadership Program
  For anyone with current or anticipated leadership changes.

3-Day Managing the Unexpected
  Program for managers who must react quickly and decisively to unanticipated change.

**MIT Sloan School of Management**

2-Day Creating High Velocity Organizations
  Introduces four principles—smart work design, creative problem-solving, continuous knowledge sharing, and systemic nurturing of discovery skills.

2-Day Transforming Your Leadership Strategy
  A new, research-based framework for understanding and integrating four critical leadership components—sense making, relating, visioning and inventing.

**Northwestern University, Kellogg School of Management**

6-Day Reinventing Leadership
  A philosophical approach to develop, enhance and expand leadership skills.

3-Day The Soul of Leadership
  How to become an engaged leader through approaches taught by Dr. Deepak Chopra.

**Rutgers University Business School, Nonprofit Executive Leadership Programs, Institute for Ethical Leadership**

3-Day Nonprofit Leadership Certificate Program – Executive Track
  An intensive leadership program for senior executives of nonprofits.

**Sabbatical Elements That Will Not Be Funded**

- Trips to spas and recreational resorts
- Family, colleagues, or other visitors expenses
Reflection Examples

One key component of the Fellowship is the ability to have time to pause and reflect on the diversity of learning you will have experienced. Looking at the wisdom from prior Piper Fellows, there were a few specific examples (noted below), but also two emergent themes specific to reflection:

- In addition to a specific, planned reflection activity, consider building in blocks of time through the entirety of your Fellowship year to stop, reflect, and potentially document learnings you want to carry forward.
- Keep a journal. This not only will provide documentation for next steps you may take in your organization or your own development, but will also serve as a record of a once-in-a-career experience you can look back on.

**Examples of reflective opportunities:**

Retreats must include reflective components (yoga/meditation, silent reflection, etc.) for focus as opposed to recreational trips to spas or resorts.

- Variety of self-planned trips of varied time in communities that either invigorated and enhanced what was learned (a trip to NYC) or allowed time for still and quiet thought (Orcas Islands, Yosemite, California Redwoods, Hacienda Del Sol in Tucson).
- Building in practices throughout the duration of the Fellowship to continue forward (meditation, yoga, biking, etc.)
- Sedona Mego Meditation Retreat ([https://sedonamagoretreat.org/](https://sedonamagoretreat.org/))
- Rancho La Puerta, Tecate, Mexico ([https://rancholapuerta.com/](https://rancholapuerta.com/))
- Rolling Meadows Yoga, Meditation & Breathwork Retreats ([https://rollingmeadowsretreat.com/](https://rollingmeadowsretreat.com/))
- Culinary Institute of America, St. Helena, CA ([https://www.ciachef.edu/cia-california/](https://www.ciachef.edu/cia-california/))
- Hoffman ([https://www.hoffmaninstitute.org/virtual-courses/](https://www.hoffmaninstitute.org/virtual-courses/))
- Esalen Institute, Big Sur, CA ([https://www.esalen.org/](https://www.esalen.org/))
- Ghost Ranch, Abiquiu, NM ([https://www.ghostranch.org/](https://www.ghostranch.org/))
- 1440 Multiversity, CA ([https://www.1440.org/](https://www.1440.org/))
- Sunrise Springs Resort Retreat, Santa Fe, NM ([https://www.theperfecthideaway.com/sunrise-springs-spa](https://www.theperfecthideaway.com/sunrise-springs-spa))
- Chopra Health Retreat, Carefree, AZ ([https://chopra.com/retreats/health-retreat?utm_source=google&utm_medium=cpc&utm_campaign=GS_NB_COLD_PerfectHealth_Exact&utm_content= &gclid=Cj0KCQiAuP-OBhDqARIsAD4XHpdv5jUllwDV4KxzTuCHKPLnmwDBlh_QgH1Lm0YDTp-SokxHfoGTEZsaAhq0EALw_wcB](https://chopra.com/retreats/health-retreat?utm_source=google&utm_medium=cpc&utm_campaign=GS_NB_COLD_PerfectHealth_Exact&utm_content= &gclid=Cj0KCQiAuP-OBhDqARIsAD4XHpdv5jUllwDV4KxzTuCHKPLnmwDBlh_QgH1Lm0YDTp-SokxHfoGTEZsaAhq0EALw_wcB))
In addition to the specific retreats noted and linked above, prior Fellows referenced more non-traditional and unique, but also reflective, opportunities they took advantage of during their Fellowship. These included:

- Creative writing courses, including the Iowa Writers’ Workshop which offers summer courses in both 3-week and 8-week sessions to explore fiction writing and poetry ([https://writersworkshop.uiowa.edu/summer-programs](https://writersworkshop.uiowa.edu/summer-programs)).
- 4 day Amtrak trip of uninterrupted time to reflect on all learned and develop a plan to implement lessons strategically.
- Camino de Santiago – Porto, Portugal to Santiago de Compostela, Spain. 12-day, 210 mile solo hike. Time used to reflect on learnings during fellowship, and planning to implement lessons learned as a leader.