

FINAL DRAFT

PRESCOTT COLLEGE NON-PROFIT ENTREPRENEURSHIP & MANAGEMENT

Fall Quarter 2004

Tue & Thursday: 8-10:30 am

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Office Hours: M-F 8am-5pm, walk-in and by appointment

Rationale:

Although some students may pursue an intentional career in nonprofit management, many Prescott College students pursue academic disciplines oriented toward social change and service to others. Whether the focus involves outdoor education, therapeutic application, ecological education, direct intervention in social problems, or a myriad of other areas, students often find themselves employed by or in need of founding non-profit organizations to carry out their vision of social change and service. Although it's their competency in the basic discipline that will act as the core of their capability, this will be reliant upon their ability to create effective vehicles to convey programs to their target populations. In many cases, these "vehicles" will be non-profit organizations. Therefore, if students are to fully maximize their opportunity to effect social change and service to others, it is essential that they gain an understanding of the topics and issues associated with entrepreneurship and management in the non-profit environment.

Course Description:

This course will engage in exploration of the theory, topics, and issues associated with entrepreneurship and management in the non-profit environment. This will include: organizational structure; strategic planning, marketing; financial management; capitalization and fundraising, including gifts and grants; and other topics associated with starting and managing a non-profit organization. Throughout the course, students will apply their acquired knowledge by developing a business plan for their own non-profit organization, which if implemented, would be able to carry out their idea for social change and/or service to others. Learning formats will include extensive readings and writing assignments, class discussion, conversations with experienced non-profit managers, and practical experiences. Students seeking upper division credit will also engage in additional in depth study of a specific area associated with non-profit management.

Learning Outcomes:

At the completion of this course, students should be able to demonstrate knowledge and understanding of:

1. the issues and process of starting a new nonprofit organization/business
2. the organizational structure(s) of nonprofits

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3. the process of incorporation
4. common approaches to and the value of strategic planning and marketing for nonprofits
5. basic marketing principles
6. basic nonprofit financial accounting for management purposes
7. basic capitalization structures and methods for nonprofit companies
8. the fundamentals of fundraising through gifts and grants

Learning Activities:

Students will engage in the following activities to facilitate knowledge and understanding in the areas of nonprofit entrepreneurship and management:

1. Reading and analysis of selected materials
 - a. Students will engage in reading of required and recommended materials throughout the course. Class sessions will involve discussion and analysis of these readings. Students are expected to actively participate in dialogue and analysis of the readings. Final evaluation will be based on participation and demonstration of critical thought and analysis through participation.
2. Class presentation and discussion
 - a. Class sessions will involve lecture, presentations, and discussion. Again, students are expected to actively participate in class discussion. Likewise, in order to be an effective participant, timeliness and consistent attendance are essential.
3. Conversation with experienced nonprofit managers and entrepreneurs
 - a. The class will visit with experienced nonprofit managers and entrepreneurs. In some cases this may involve travel to local nonprofit offices.
 - b. Students will enter these visits prepared for serious inquiry. In advance of these opportunities, students will need to prepare for these conversations through research, reflection, and the development of “talking points” to maximize the opportunity to learn from these experienced professionals. Prepared talking points will be due to the instructor in hardcopy format on the date of the appointment.
 - c. Following each conversation/visit, students will develop an executive summary of the key strategies, experiences, the applicability to the student’s proposed project, and other valuable lessons learned in their discussion with these professionals to be submitted as a MS Word document via email prior to the beginning of the next class period. Executive summaries will also be discussed in class.
4. Development and critical analysis of nonprofit business plans
 - a. Each student will develop a comprehensive business plan for a nonprofit organization. Although the specifics of business plans will vary from student to student and organization to organization, each plan should contain the following basic information:
 - i. Articles of Incorporation & Bylaws
 - ii. Mission Statement
 - iii. Narrative on programming, services, products and other details of the NPO’s operation.
 - iv. Personnel/Staffing Plan, including organizational chart and position descriptions
 - v. Financial Plan
 - vi. Marketing Plan
 - vii. Financing/Fundraising Plan
 - b. Each student will conduct/provide critical analysis of other business plans as part of an “advisory team.” The analytic feedback should demonstrate continuous constructive feedback, provided throughout the term of the course and should comprehensively cover the complete business plan and it’s sub-components. The analysis provided to other team members will also be submitted to the instructor. The analysis provided to the student by

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his/her team will be included as an appendix to the student's business plan. Drafts will be discussed throughout the course. Both documents will be due at the last class session, Thursday, December 9, 2004.

- c. Each student will conduct a professional-level presentation of their business plan. Evaluation will be based upon the content as well as the professionalism of the presentation. Business plan presentations will occur at the end of the term as indicated on the course outline.

Course Contracts:

As is customary, students will need to complete and have approved by the instructor, a course contract for this class. By reference, the syllabus and its contained expectations and requirements, must be contained in the course contract. This should not be construed as limiting or restricting the student's ability to individualize their learning objectives and intended outcomes. Rather, the syllabus represents a guide and establishes the minimum expectations of the instructor. To optimally facilitate the effectiveness of the course contract in guiding the student through the course, course contracts should be initial submitted to the instructor, not later than the 4th class session.

Selected Required Bibliography:

Drucker, P.F., (1990). Managing the non-profit organization: Principles and practices. HarperCollins: NY.

Hummel, J.M., (1996). Starting and running a nonprofit organization, (2 ed.). University of Minnesota Press: MN.

Smith, Bucklin & Associates, (2000). The complete guide to nonprofit management, (2 ed.). Wiley, John & Sons: NY.

Other selected readings as provided by the instructor or class members

Selected Recommended Bibliography:

Brinckerhoff, P.C., (2003). Mission-based marketing. Wiley, John & Sons: NY.

Dees, J.G., Economy, P. & Emerson, J., (2001). Enterprising nonprofits: A toolkit for social entrepreneurs. Wiley, John & Sons: NY.

McKeever, M., (2004). How to write a business plan. (6 ed). Nolo Press: Berkley, CA.

Rados, D.L, (1996). Marketing for nonprofit organizations, (2 ed). Greenwood Publishing Group: Westport, CT.

Shim, J.K. & Siegel, J.G., (1997). Financial management for nonprofits: The complete guide to maximizing resources and managing assets. McGraw-Hill Companies.

Nonprofit Entrepreneurship and Management - FQ04
Supplemental Readings List

Date	Author(s)	Year	Title	Journal/Source	Topic
28-Sep-2004	Buchanan & Snyder Drucker	2001	Contracting with nonprofits: Reaganomics made me do it	Public Management	Introduction
		1998	Beyond capitalism	New Perspectives Quarterly	Introduction
5-Oct-2004	Melendez	2002	Out of bounds: Crossing sectors to collaborate on mutually beneficial initiatives	Association Management	Strategy
7-Oct-2004	Amies Boschee Cavaney Snyder Levesque	2000	Not for profit franchising?	Franchising World	Structure
		1995	Social entrepreneurship	Across The Board	Structure
		2001	The view from the for profit side	Association Management	Structure
		2003	Nonprofit and tax exempt: You mean there's a difference?	Library Administration & Management	Structure
		2003	A matter of being: For Frances Hesselbein leadership starts with mission, values, and vision	Association Management	Mission
14-Oct-2004	Arnett, German & Hunt Barman Cohen, Schaffer & Davidson Eikenberry & Kluver Goren Hammonds Young	2003	The identity salience model of relationship marketing success	Journal of Marketing	Marketing
		2002	Asserting difference: the strategic response of nonprofit organizations to competition	Social Forces	Marketing
		2003	Arts and economic prosperity: The economic impact of nonprofit arts organizations	The Journal of Arts Management Law & Society	Marketing
		2004	The marketization of the nonprofit sector: Civil society at risk?	Public Administration Review	Marketing
		2004	Mission accomplished	Marketing Magazine	Marketing
		2003	Investing in social change	Fast Company	Marketing
		2002	Branding a cause	Marketing Magazine	Marketing
26-Oct-2004	Mackin Ruhm & Borkoski Schweitzer	1998	Learning to be an effective volunteer	Human Ecology	Personnel
		2003	Compensation in the nonprofit sector	Journal of Human Resources	Personnel
		2004	Compensation conundrum	Association Management	Personnel
28-Oct-2004	Bizzer Enterprise Foundation Fee Keating & Frumkin SBA SBA Stratton Wareham	2004	Understanding financial statements	http://bizzer.com	Finance
		1999	Understanding financial statements: Keeping tabs on where the money goes at your nonprofit	The Enterprise Foundation	Finance
		2000	Understanding financial operations	Association Management	Finance
		2001	How to assess nonprofit financial performance		Finance
		2004a	Financial controls	www.sba.gov	Finance
		2004b	Understanding the balance sheet	www.sba.gov	Finance
		2003	Put it on paper: Crafting reserve policies that pay	Association Management	Finance
		2004	A capital idea: Bonds and nontraditional financing options	Healthcare Financial Management	Finance
16-Nov-2004	Frumkin & Kim Howland & Jones Maehara Parker Romano Smith Zaniello	2001	Strategic positioning and financing of nonprofit organizations	Public Administration Review	Capitalization
		2004	Finding fundraising focus	Association Management	Capitalization
		2002	Let ethics be your fundraising guide	Association Management	Capitalization
		1999	Charity begins online	American Demographics	Capitalization
		2001	Going for it: Getting revenue the new electronic way	Association Management	Capitalization
		2003	The effect of NEA grants on the contributions to nonprofit dance companies	The Journal of Arts Management Law & Society	Capitalization
		2002	Fundraising gets rough: rethinking relationships with donors and funders	Association Management	Capitalization

Nonprofit Entrepreneurship Management - Fall 2004
Course Outline

as of 10-1-04

DATE	TOPIC	READINGS/ASSIGNMENTS
Tue 28-Sep	Introduction to the Course Nonprofit vs For-profit	
Thur 30-Sep	Defining your vision and your NPO Strategic Planning	SBA 1-2; D1; H 1-20
Tue 5-Oct	Strategic Planning & Analysis	Strategic Planning Draft Ready
Thur 7-Oct	Legal Structure & NPO, Incorporated AOI, Bylaws, & Mission Statements Guest: Mark Goodman, Goodman Law Firm	SBA 14; H 29-50 TP Due
Tue 12-Oct	NPO Fieldtrip - Prevent Child Abuse Becky Ruffner - "Entrepreneurship and the NPO"	TP Due; ES Due
Thur 14-Oct	Marketing for NPO's?	SBA 3,4,6,10,11; D2; H115-140 [M8] ES Due
Tue 19-Oct	Marketing Plan Development	
Thur 21-Oct	Marketing Plan Development	Marketing Plan Draft Ready
Tue 26-Oct	Staffing & Personnel Plans for NPOs	SBA 13; D4; H101-114
Thur 28-Oct	Financial Management for NPOs	SBA 12; D3; H 51-82 [M4-7]

Nonprofit Entrepreneurship Management - Fall 2004
Course Outline

as of 10-1-04

DATE	TOPIC	READINGS/ASSIGNMENTS
Tue 2-Nov	NPO Fieldtrip - City of Prescott Steve Norwood - "Managing the Complex NPO"	TP Due; Staffing Plan Draft Ready
Thur 4-Nov	NPO Fieldtrip - A. The Nature Conservancy Dan Campbell - "Mission-Based Marketing" B. Prescott Creeks Preservation Association Michael Byrd - "Managing the Small NPO"	TP Due ES Due
Tue 9-Nov	Financial Management for NPOs Financial Plan Development	ES Due Financial Plan Draft Ready
Thur 11-Nov	Veterns Day Holiday - No Class	
Tue 16-Nov	NPO Fieldtrip - Sharlot Hall Museum Richards Sims & Guest Panel - "Fundraising & Friendraising: A Foundation to Fiscal & Political Success" Panel: Kristi Edwards, Arizona Community Foundation Kathleen Murphy, Big Brothers Big Sisters Jim Robak, United Way Becky Ruffner, Prevent Child Abuse	SBA 5,8,9 TP Due
Thur 18-Nov	Capitalization of NPOs	D5; H 83-100 ES Due

Nonprofit Entrepreneurship Management - Fall 2004
Course Outline

as of 10-1-04

DATE	TOPIC	READINGS/ASSIGNMENTS
Tue 23-Nov	Capitalization/Fundraising Plan Development Guest: Ralph Phillips, Director of Development, PC	TP Due; Fundraising/Cap Plan Draft Ready
Thur 25-Nov	Thanksgiving Holiday - No Class	
Tue 30-Nov	Final Thoughts	ES Due
Thur 2-Dec	Presentation of NPO Business Plans	
Tue 7-Dec	Presentation of NPO Business Plans	
Thur 9-Dec	Presentation of NPO Business Plans	Critical Analysis Due; Business Plan Due