COURSE OBJECTIVES
This course provides an overview of the nonprofit sector in society with a consideration of the nonprofits sector’s relationship to the public and private sectors. Attention will be given to the social settings in which nonprofit organizations function, the role of the nonprofit sector in the economy, and the range of services these organizations produce. Additionally, students will learn about the governance of nonprofit organizations and how cross-sector collaboration(s) and individual leadership styles impact their organizations. The intent of this course is to increase students’ awareness of the role and importance of the nonprofit sector and the changes it is experiencing to prepare students for their roles as leaders in the nonprofit and public sectors.

Learning Outcomes of the Course:
• Utilize perspectives on the historical development of the field to better understand the current nature of the nonprofit sector;
• Summarize conceptual frameworks related to the role of nonprofit organizations in a market economy and democratic society;
• Describe the major issues that have shaped nonprofit management at the practitioner level and critique the application of nonprofit management scholarship to practice in the field;
• Categorize nonprofit management methods in order to identify best practices in nonprofit theory and practice;
• Interpret laws and standards applicable to nonprofit management and leadership in order to maintain an ethical practice;
• Discuss nonprofit sector values in order to better communicate with stakeholders at the individual, organizational, and societal level;
• Analyze nonprofit management dilemmas and propose solutions; and
• Understand the collective role of nonprofit managers in developing a civil society.

REQUIRED TEXTS


Additional readings will be uploaded to the Canvas-Files.
COURSE FORMAT AND METHODS
The weekly session runs **Sunday through Saturday**. In the beginning of each week, you will receive an announcement from me. You should carefully read it along with instructions in the Canvas-Modules to understand requirements for the week.

You are highly encouraged to share your ideas and findings relevant to the topics or nonprofit management with your classmates via e-mail or forum. Such additional contributions will be taken into consideration for your final course grade. Also, if you have any needs and interests in your career development, please inform me so that I can add relevant resources.

COURSE REQUIREMENTS AND POLICY
All students are expected to participate in each session during the semester. You should plan to spend the same amount of time reading, completing assignments and participating in class and group discussion. No late assignments are allowed for the weekly forum posts, as they are treated as your in-class participation in a traditional face-to-face version of the course. In case any extenuating personal or work-related circumstances impact your participation and submissions of assignments, please contact me immediately.

All assignments must be your own work and original for this course. Students should follow appropriate guidelines in referencing the work of others. The University’s Academic Integrity Policy can be reviewed at [http://sa.uncg.edu/handbook/academic-integrity-policy/](http://sa.uncg.edu/handbook/academic-integrity-policy/).

If you need accommodation due to a registered disability with the campus office (DS), please discuss this with the instructor at the beginning of the semester or check the website of the Office of Disability Services (ODS) at [http://ods.uncg.edu/](http://ods.uncg.edu/).

The syllabus and course schedule is subject to change as the instructor or situation warrants. Such changes will be announced in class as soon as possible.

CANVAS RESOURCES
Students are responsible for being familiarized to the Canvas and the online course environment. If you need additional help, please use the following resources:


For overall technology issues, please contact 6-tech: [https://its.uncg.edu/help/](https://its.uncg.edu/help/)

PARTNERSHIP WITH A NONPROFIT ORGANIZATION
In this highly practical course, you will work closely with an actual nonprofit organization (“partner nonprofit”) for your term project. Your partner nonprofit may be an organization that you already have a good relationship with (E-mail me in the beginning of the semester) or chosen from a list of organizations interested in working with our students (I will circulate it). You will work with your partner nonprofit as a group. So, please talk to me and obtain my approval first before you contact your partner nonprofit.
VERY IMPORTANT: You are expected to maintain professional attitudes in working with your partner nonprofit in this partnership fieldwork project. Please be as responsive and responsible as possible in your communications with your partner. You should discuss meeting schedules and requirements for your all assignments during your first meeting; It will help you obtain necessary data to complete assignments on time and allows enough time for the people at your partner nonprofit. In case any issue arises, please contact me as soon as possible.

### ASSESSMENT AND GRADING

<table>
<thead>
<tr>
<th>Assignments</th>
<th>% of Total</th>
<th>Grading Method</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly Forums (individual)</td>
<td>28%</td>
<td>280 points: 20 points (10 points/ “opinion post”; 10 points/min. 2 “response posts”) x 14 forums</td>
<td>Thursdays and Saturdays, 10 pm</td>
</tr>
<tr>
<td>Nonprofit Strategic and Market Analysis Paper</td>
<td>15%</td>
<td>150 points</td>
<td>Sunday 9/27, 10 pm</td>
</tr>
<tr>
<td>Class Participation and Contribution (individual)</td>
<td>17%</td>
<td>Grading criteria include the quantity (e.g., extra forum posts), and the exceptional quality of your forum posts, and additional contribution to class (e.g., providing studies relevant to class topics)</td>
<td>Ongoing</td>
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**Term Project Assignments**

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<thead>
<tr>
<th>Assignments</th>
<th>% of Total</th>
<th>Grading Method</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Analysis Paper (individual)</td>
<td>15%</td>
<td>150 points</td>
<td>Sunday 10/25, 10 pm</td>
</tr>
<tr>
<td>Final Paper and Presentation (group)</td>
<td>25%</td>
<td>150 points: Final paper</td>
<td>Paper and Presentation – Thursday 12/3, 10 pm</td>
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<td>80 points: Final presentation</td>
<td>Responses – Saturday 12/5, 10 pm</td>
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<td></td>
<td></td>
<td>20 points: Response posts (min. 2; 10 points/each response)</td>
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<td>NOTE: Your final paper and presentation grade will also reflect an evaluation by a liaison of your partner nonprofit and your team members. (A copy of the evaluation form is available in the Canvas-Files-Module/Files-PSC540 Grading Rubrics and Evaluation Forms.)</td>
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</table>

**TOTAL 100 %**

**Course Grade Grading Scale:** A (93-100%) A – (90-92%) B+ (88-89%) B (85-87%) B- (80-84%) C+ (78-79%) C (75-77%) C- (70-74%) F (0-69%)
1. **Weekly Forums (individual):**

   Each week, there is a Weekly Reading Discussion Forum that runs in the following way. Please go to the Canvas-Discussions (you will find the link under the Canvas-Module) to participate.

   **Step 1)** Sundays – Check an announcement from the instructor and find the weekly requirements and discussion questions in the Canvas-Module.

   **Step 2)** By Thursdays 10 pm – Post your “opinion post” answering discussion questions.

   **Step 3)** By Saturdays 10 pm – Post your “response posts” to at least 2 of other students’ opinions. **NOTE:** Please submit your opinion post first before responding to your classmates’ posts.

   **IMPORTANT NOTE FOR WEEKLY FORUM GRADE:** No forum posts should be expected to get full points automatically. Your posts should be substantial by using key concepts from course readings and answer all discussion questions with explanation of reasons for your opinions (“you did a great job” is not considered as a thoughtful opinion). No delayed Forum Posts are accepted for the grade. To get at least the partial grade for your posts, please submit your posts before the deadline. If you need more “substance” in your posts, I will inform you so that you know what you are expected to do for the next time.

2. **Nonprofit Strategic and Market Analysis Paper (individual):**

   For this assignment, you will conduct a strategic analysis on one existing nonprofit organization (“case nonprofit”) in comparison with at other similar nonprofits (at least 2-3 nonprofits). This assignment corresponds to Topics 1-4. You must explicitly use analytical frameworks and key concepts from Worth chapters 2, 3, and 7, other course readings, and financial documents (Form 990) and the articles you obtained during Forum 3. Prepare a report to summarize your findings and recommendations. You may use the same questions addressed during the Forum 4 to guide your analysis. Please contact the organization to obtain data and materials if needed, while it is not required for this assignment.

   Your papers should follow an appropriate citation style (e.g., APA). There is no requirement for minimum or maximum page length, while your double-spaced paper is likely to need at least 5 or 6 pages to address important points. A copy of the grading rubrics is available in the Canvas-Files-Module/Files-PSC540 Grading Rubrics and Evaluation Forms.

   **VERY IMPORTANT:** To avoid plagiarism, you must rephrase the language in your partner nonprofit’s existing materials (e.g., the website), except the mission/vision statement. Please don’t hesitate to ask the instructor if there are any questions.

   **Your analysis paper should discuss:**

   - **Market analysis** – Compare your case nonprofit to at least 2 other similar nonprofits based on (1) mission/goals, (2) subsector/field, (3) size (e.g., revenue and expense – find the figures from Form 990), (4) programs and services, and (5) beneficiaries/community to serve. **Using a table to compare your findings is highly recommended.**
   - **Conduct analysis on your case nonprofit** by using the SWOT or other appropriate analytical framework and identify strategic issues for your case nonprofit.
• Your overall recommendations to the Leadership and the Board, discussing strategic goals and objectives, and strategies to attain them, in order to distinguish your case nonprofit from other nonprofits.

3. Class Participation and Contributions (individual):
Here are some guidelines for a high participation and contribution grade in this course:
• Share recent news about nonprofits and articles from trade publications (e.g., Chronicle of Philanthropy) with your classmates.
• Interact with your classmates and instructor positively and volunteer actively to open questions.
• The quantity and quality of your active participation in class/group activities.

******** Term Project Assignments ********

Your term project constitutes (1) Project Analysis Paper and (2) Final Paper and Online Presentation. You will team up with other 1~3 students for this project. You will (1) write Project Analysis Paper individually and (2) develop Final Paper and the Online Presentation as a group (One member from your team will submit the group assignments.). If you and your group members would like to work on both assignments as a group, please talk to me.

This term project intends to serve your practical needs for managing a nonprofit. As such, you will be given two options; You may choose either (1) working closely with an existing nonprofit (“partner nonprofit”) (Option 1) or (2) creating a plan of a new nonprofit organization (Option 2). To understand how your partner nonprofit will be chosen, please see the “PARTNERSHIP WITH A NONPROFIT ORGANIZATION” section in page 2 of this syllabus.
In general, you are encouraged to choose Option 1, but if you have a concrete plan of creating a new organization, I am happy to let you choose Option 2. Please talk to me first to get my permission.

Grading for your assignments will be based on your papers’ and presentation’s clarity, organization, rigorous analysis, coverage, and linkages to the course readings. A copy of the grading rubrics is available in the Canvas-Files-Module/Files-PSC540 Grading Rubrics and Evaluation Forms. Most importantly, your papers should use key concepts from the course readings, apply these key concepts and framework to your analysis, and offer your original ideas and recommendations, rather than summarize main points from the existing materials. Your term project papers should follow an appropriate citation style (e.g., APA). There is no requirement for minimum or maximum page length, while your individual paper is likely to need about 10 pages, and your group paper, 20 pages (double-spaced).

You may also feel free to ask me and/or send me a draft of your paper prior to the deadline. (Please give me at least a couple of days to review your draft.)

4. Term Project – Project Analysis Paper (individual):
If you choose Option 1 (working with a partner nonprofit):
You will choose at least one of the four analyses options listed in the last section of this syllabus. Please discuss your plan with your group member/s to avoid choosing the same option.

If you choose Option 2 (creating a new nonprofit):
Your paper should (1) review literature and conduct market analysis on existing programs and services offered by other nonprofits; (2) based on this analysis, identify “unmet social needs” (i.e., a societal need not currently being well met by existing nonprofits) and discuss how your nonprofit will fill these needs; (3) develop original mission and vision statements; and (4) detail what programs and services your nonprofit will provide and which populations and community it will serve.

5. Term Project – Final Paper and Presentation (group):
You will develop (1) a paper and (2) a copy of the PowerPoint slides as your presentation material as a group. Your presentation is a summary of key points addressed in your final paper.

IMPORTANT NOTE: Although the official deadline for your final paper and presentation is December 3, you should aim to complete your paper as much as possible before Thanksgiving holiday. Submitting both paper and presentation on the same day can be very overwhelming and we must have them available for our partner nonprofit’s review by December 3 so that your partner has time to review and evaluate your work before the semester is over.

If you choose Option 1 (working with a partner nonprofit):
The focus of your final paper and presentation will reflect a need of your partner nonprofit. As such, it will be determined collaboratively with you and your nonprofit partner. In general, your final paper should include (1) a brief summary of your partner nonprofit, (2) in-depth analyses on your partner nonprofit’s management practices (e.g., the board and human resource management, communication and marketing, earned-income strategies, and/or performance measurement) and identified issues, and (3) your recommendations regarding how your partner nonprofit can attain more effective and efficient management. You may feel free to use any analysis ideas listed in the final section of this syllabus.

If you choose Option 2 (creating a new nonprofit):
Your final paper should discuss (1) a possible incorporate (or not incorporated) status (explain your rationale); (2) human resources (the structure and profiles [skills and backgrounds] of the board, staff, and/or volunteers) and your plan to recruit and manage the board, staff, and volunteers; (3) resource development plans (fundraising and/or earned income activities); (4) possible collaborations with other nonprofit, business, and/or government agencies (or if you opt out of collaboration, explain why); and (5) evaluation plans for organization, programs, and/or social impacts. NOTE: In your presentation, please include a brief summary of your organization’s mission, main programs, and served populations and community.
<table>
<thead>
<tr>
<th>Week (Sun-Sat)</th>
<th>Module/Topic</th>
<th>Readings/Assignments (Subject to change)</th>
</tr>
</thead>
</table>
| Week 1 8/17-8/22 | Topic/Module 1) Introduction to Nonprofit Management and Find Your Mission | Readings (Topic 1)  
• Worth. Chapter 1  
• Drucker. “The Commitment” and “The Action Implication” |
| Week 2 8/23-8/29 | Topic/Module 2) Why Nonprofits Exist?: Theories and Rationales of Nonprofits | Readings (Topic 2)  
• Worth. Chapter 3  
• Case readings from *How to change the world*  
• Otto. “Historical Evolution of the Nonprofit Sector”  
• Salamon. Chapter 5 “How did we get here? Historical developments and recent trends”  
• Optional - Steinberg. “Economic Theories of Nonprofit Organizations” |
| Week 3 8/30-9/5 | Topic/Module 3) Data Workshop: Size/Scope of the Nonprofit Sector | Readings (Topic 3)  
• Worth. Chapter 2  
• Worth. Chapter 16 – read “Definitions and Scope…” (pp. 382-384)  
• Salamon. Chapter 3 “Scope and Structure: The Anatomy of America’s Nonprofit Sector”  
• “Organization Reference Chart” from IRS Publication 557 (pp. 72-73)  
• *Skim* - Salamon et al. *The state of global civil society and volunteering*  

*Recommended* – there are among the most reliable sources for nonprofit data. Use them for your future papers, etc. as needed.  
• National Center for Charitable Statistics (NCCS). Quick Facts About Nonprofits  
(http://nccs.urban.org/statistics/quickfacts.cfm)  
• Urban Institute. *The nonprofit sector in brief 2012*  
• interSector Partners L3C – incl. data of North Carolina  
(http://www.intersectorl3c.com/l3c_tally.html) |
| Week 4 9/6-9/12 | Topic/Module 4) Market Analysis and Strategic Planning | Start thinking about your term project ideas  
Readings (Topic 4)  
• Worth. Chapter 7  
• Tschirhart & Bielefeld. Chapter 3 “Founding Nonprofits and The Business Case” |
<table>
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<tr>
<th>Week</th>
<th>Topic/Module</th>
<th>Readings (Topic)</th>
<th>DUE: Project Analysis Paper (individual) on Sunday, 10/25</th>
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Case strategic/business plans | |
| 6    | Effective and Ethical Leadership | Worth. Chapter 4  
Worth. Chapter 16 – read “International Nonprofit Governance…” (pp. 386-389)  
Independent Sector. “Principles for Good Governance and Ethical Practice”  
Chalkley. “Weighing the Best Strategies for Handling Problem Board Members” | Nonprofit Strategic and Market Analysis Paper (individual) on Sunday, 9/27 |
| 7    | Recruiting and Managing Staff and Volunteers | Choose your term project theme and/or “partner nonprofit” and form a team for your term project | |
| 8    | Advocacy, Marketing and Communication | Worth. Chapter 9  
Leete. “Work in the Nonprofit Sector”  
Volunteer Recruitment: Tips from the Field | |
Skim - Worth. Chapter 16 – read “International Philanthropy…” (pp. 384-386)  
Rosso. “Philosophy of Fundraising”  
Seiler. “Case for Support” and “Constituency of Fundraising” | |
| 10   | Resource Development (2): Earned | Giving USA 2012  
Philanthropic Giving Index  
Nonprofit Fundraising Study | |
<table>
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<tr>
<th>Date</th>
<th>Module</th>
<th>Readings (Topic)</th>
<th>Notes</th>
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<tr>
<td>10/24</td>
<td>Income Strategies</td>
<td><strong>Readings (Topic 10)</strong></td>
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<td>• Worth. Chapter 12</td>
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<td>• Alter. “Social Enterprise Models”</td>
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<td>• <em>Optional</em> - Community Wealth Ventures. “Mapping Assets And Opportunities”</td>
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<tr>
<td>Week 11</td>
<td>Topic/Module 11</td>
<td>Social Entrepreneurship and Social Investment</td>
<td><strong>Readings (Topic 11)</strong></td>
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<tr>
<td>10/25-</td>
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<td>• Worth. Chapter 17</td>
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<tr>
<td>10/31</td>
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<td>• Rauch. “This Is Not Charity”</td>
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<td>• New York Times. “A Social Entrepreneur Transforms a Nonprofit Into a Profit-Making Enterprise” and “A Social Entrepreneur’s Quandary - Nonprofit or For-Profit?”</td>
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<td>• Venture philanthropy</td>
<td>Social Innovator</td>
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<td>• The Economist. “Impact Investing”</td>
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<td>• Trelstad. “The Nature and Type of Social Investors”</td>
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<td>• Social capital market – bad idea</td>
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<td>Week 12</td>
<td>Topic/Module 12</td>
<td>Performance Measurement, Capacity and Collaboration</td>
<td><strong>Readings (Topic 12)</strong></td>
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<tr>
<td>11/1-11/7</td>
<td></td>
<td>• Worth. Chapter 6 and Chapter 8</td>
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<td>• McKinsey-Venture Philanthropy Partners “Effective Capacity Building In Nonprofit Organizations”</td>
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<td>• Performance measurement tools and indicators</td>
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<td>Week 13</td>
<td>Topic/Module 13</td>
<td>Financial Management</td>
<td>Submit your questions for our guest lecturer during the weekly forum</td>
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<td>11/8-11/14</td>
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<td>“Meet the Expert”</td>
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<td>Online guest lecturer: Dennis Walsh, CPA and nonprofit management consultant</td>
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<td>Week 14</td>
<td>Topic/Module 14</td>
<td>Reflecting Your Mission-Based Journey</td>
<td><strong>Readings (Topic 13)</strong></td>
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<tr>
<td>11/15-</td>
<td></td>
<td>• Worth. Chapter 14</td>
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<tr>
<td>11/21</td>
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<td>• <em>Optional</em> - Tuckman &amp; Chang. A methodology for measuring the financial vulnerability of charitable nonprofit organizations.</td>
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<td>• Examples and resources for Form 990</td>
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<tr>
<td>Week 15</td>
<td>NO CLASS (Thanksgiving)</td>
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<tr>
<td>Week 16</td>
<td>Topic/Module 15</td>
<td>Term Project Presentation</td>
<td><strong>DUE: Final Paper and Presentation (group) on Thursday 12/3</strong></td>
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Description of Term Project Analyses -- Option 1

Analysis 1) Board and Leadership (Topics 5 and 6):

Conduct an interview with the executive director, and other key individuals if necessary, at your partner nonprofit. Then, develop a report summarizing your findings and recommendation. Your analysis should cover key concepts and suggestions from Worth chapters 4 and 5 and other course readings, in particular Chalkley article.

Your report should:

• Briefly summarize the board of your nonprofit partner in terms of type of governance (e.g., self-perpetuating), size, main duties, diversities/demographic characteristics, and terms to serve. Discuss any challenges and/or needs that your partner nonprofit has in terms of board management.
• Assess if your nonprofit partner’s governance has been following 33 principles of effective governance proposed by Independent Sector’s “Principles for Good Governance and Ethical Practice.” If there are any principles that have not been followed, “carefully” ask your partner nonprofit why.
• Identify the executive director’ leadership philosophy and style, and any challenges (e.g., transition, founder syndrome, working with the board) that he or she may be facing.
• Make a recommendation about effective governance and leadership based on your research.

Analysis 2) Staff/Volunteer Management and Marketing (Topics 7 and 6):

Please do #1 and #2.

#1) Volunteer recruitment and management:

By using key concepts from Worth chapter 9 and other course readings, develop (i) a job description and advertisement to recruit volunteers and (ii) a plan to manage volunteers on behalf of your partner nonprofit. Examples of volunteer advertisements are available in the Canvas-Files. If you would like to see other examples, check main sites for volunteer opportunities, such as http://www.idealist.org, http://www.volunteermatch.org, and http://www.catchafire.org.

Your report should discuss:

• What are your partner nonprofit’s main volunteer needs? What responsibilities/tasks does your partner nonprofit expect volunteers to undertake?
• How many volunteers are needed? When and where?
• What benefits may your partner nonprofit be able to offer to their volunteers? In other words, what may motivate people to volunteer for your partner nonprofit?
• Who may possibly manage volunteers?

And

#2) Marketing and communication strategies:

By using key concepts from Worth chapters 10 and 15 and other course readings, develop marketing and communication strategies for your partner nonprofit.

Your report should discuss:
• What would their brand attribute/s be? What branding strategies do you recommend?
• Apply “4Ps” (or 5Ps, if you want to analyze “people” as well) of the Marketing Mix to a case of your partner nonprofit. Is your nonprofit unique enough to differentiate itself from other nonprofits? Are service delivery and communication with the target audience effective and efficient? Are there any areas to be improved?
• What traditional and/or social media do you recommend as effective marketing tools and why?

Analysis 3) Resource Development (Topics 9 and 10):
Please choose either #1 or #2, depending on a need from your partner nonprofit.

#1) Fundraising strategies
By using key concepts from Worth chapter 11 and other course readings, prepare a report including the tools you will develop. If your partner nonprofit has a different need for fundraising, feel free to contact me.

Your report should:
• In line with suggestions from Worth chapter 11 and Seiler article “Case for Support,” develop a case on behalf of your partner nonprofit, highlighting why they deserve donors’ support.
• Based on the Contingency and LAI models presented in “Developing a Constituency for Fund Raising,” identify your partner nonprofit’s (i) contingencies and (ii) prospects (likely donors), and briefly explain these prospects’ LAI.
• Discuss the appropriate programs and tools (e.g., annual fund, major gifts, special events) to use when asking the identified prospects for support with your rationale. The Study Guide PPT shows how to identify the correct fundraising tools. You may also want to use data for donor markets (“Giving USA 2012,” “Philanthropic Giving Index,” “Nonprofit Fundraising Study”) to support your arguments.

Or

#2) Earned income strategies
By using key concepts from Worth chapter 12 and other course readings, assess the feasibility of your partner nonprofit’s earned income strategies, followed by your recommendations about concrete earned income activity.

Your report should:
• Discuss if an earned income strategy is appropriate for your partner nonprofit. Does it make a sense for the organization? Or, should your partner nonprofit be “donative” (i.e., the nonprofit relying on philanthropic donations and grants)? What may be appropriate “assets” that your partner nonprofit may apply to its earned income activity (see pp. 310-~ in Worth chapter)?
• Discuss any opportunity/potential market for your partner nonprofit’s earned income activity. (see the section titled “Identifying Business Opportunities” in Worth chapter 12)
• Explain the earned income activity that you recommend for your partner nonprofit. Is any social enterprise model from the Alter reading applied to your partner nonprofit’s case? Does this earned income activity serve their mission, and if so, how?
• Assess any potential risk and how your partner nonprofit will mitigate it.
Analysis 4) Performance, Capacity and Collaboration (Topics 11 and 12):

By using key concepts from Worth chapters 6, 8 and 17 and other course readings, develop a report addressing the following points.

Your report should:

• Select an appropriate measurement tool and briefly explain mechanisms of the tool and the rationale behind this selection.
• Explain output, outcome, and/or social impact that your partner nonprofit intends to realize. Why and how are they significant for society? Consider both short- and long-term results, and qualitative and quantitative results.
• Propose indicators to measure the aforementioned output, outcome and social impact, and explain how they may collect data (From whom, when, where, etc.).
• Discuss any opportunity for collaboration that may help you partner nonprofit to maximize its social impact.