PSC540 – Nonprofit Management & Leadership

Fall 2015

Tamaki Onishi, Department of Political Science
Curry 328, t_onishi@uncg.edu, 336-256-0523
Office hours: Tuesdays 2-3 pm or by appointment

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 POLICY

Course Format and Methods: Over the course of the semester, class sessions will include a combination of discussion, presentations by nonprofit managers and other professionals, lecture, group work and student presentations, as well as the Canvas discussion methods. You are highly encouraged to share your ideas and findings relevant to the topics or nonprofit management with your classmates. Such additional contributions will be taken into consideration for your final course grade. If there are any particular needs in your career development and/or concerns about your grade, don’t hesitate to let me know. I am happy to incorporate your interests into class activities as much as possible.

Attendance Policy: You are expected to attend and participate in each class during the semester. If you come late or leave earlier, you will not get the full attendance point for the class meeting. Because one weekend meeting is equivalent to two regular class meetings, please do not miss more than one weekend class meeting for a passing grade of the course. In case any extenuating personal or work-related circumstances impact your participation and on-time submission of assignments, please talk to me immediately.

Technology-Related Policy: Nobody should engage in behavior disruptive to classmates or the entire class. For this reason, you are not allowed to use a cell phone during the class. A use of a computer is discouraged. If you prefer to use a computer, you need to get an approval from me first and sit in the front row during the class.

Academic integrity: All assignments must be your own work and original for this course. If your paper uses someone else’s ideas, you must cite the sources by following appropriate guidelines. The information and resources about citation styles are available via the UNCG Library Citation Guides (http://uncg.libguides.com/c.php?g=83079). The University’s Academic Integrity Policy can be reviewed at 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/.

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

If you need additional help, please use the following resources:

- Canvas Overview Video http://guides.instructure.com/m/4210/l/141852-canvas-overview-video
- Students’ Canvas Guide in the Canvas Module page, or click this link: http://guides.instructure.com/m/8470?data-resolve-url=true&data-manual-id=8470

For overall technology issues, please contact 6-tech: 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 (Let me know in the beginning of the semester) or an organization interested in working with our students. 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 responsive and responsible in your communications with your partner as well as your group members. 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>
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<tbody>
<tr>
<td>Nonprofit Issue Report</td>
<td>10%</td>
<td>100 points</td>
<td>9/19</td>
</tr>
<tr>
<td>2 Term Project Analysis Papers</td>
<td>40%</td>
<td>400 points (200 points: Strategic and Market Analysis Paper, 200 points: Organization Analysis Paper)</td>
<td>10/3, 10/17</td>
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<tr>
<td>Term Project Final Paper and Presentation (group)</td>
<td>25%</td>
<td>250 points (200 points: Final paper, 50 points: Final presentation)</td>
<td>Presentation – 11/14 Paper – Thu, 12/3, 11:59 pm (via Canvas-Assignment)</td>
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<tr>
<td>Presentation and Discussion Leadership</td>
<td>5%</td>
<td>50 points</td>
<td>Sign-up</td>
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<tr>
<td>Class Participation (incl. 3 Canvas Online Forums)</td>
<td>20%</td>
<td>200 points (60 points: Canvas Forum—20 points per forum, 140 points: Overall participation and contribution)</td>
<td>Canvas Forums in Weeks 3, 10, and 14</td>
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<tr>
<td>Volunteer Experience Short Report</td>
<td>Extra credit (2%)</td>
<td>20 points (You will volunteer at a local nonprofit during the semester, and report your observation about the organization’s volunteer management practices and issues)</td>
<td>Canvas Forum in Week 14</td>
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<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
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*All assignments are due in class on the specified dates. If you prefer feedbacks before the next class meeting, you may submit your assignments via the Canvas-Assignments.

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. Nonprofit Issue Report

Your Nonprofit Issue Report will include (1) a double-spaced, three-page maximum write-up, summarizing key issues about nonprofits (those discussed in Salamon chapters) that you find are important, and (2) a one-page, single-spaced summary of 2-3 readings related to the topic of your write-up. **MPA and other master students** should use at least 2 scholarly journal articles. **Certificate students** should use 1 scholarly journal article and 1 article from a key periodical for nonprofit managers (e.g., *Chronicle of Philanthropy*). Please find the suggested publication sources in the Canvas-Library Resources.

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

You will work on your term-long project through writing assignments in this course. Your term project constitutes (1) Nonprofit Strategic and Market Analysis Paper, (2) Organization Analysis Paper, and (3) Final Paper and Presentation. You will team up with other 1~3 students for this project. You will (1) write the Strategic and Market Analysis Paper and the Organization Analysis Paper **individually** and (2) develop the Final Paper and Presentation **as a group**. If you and your group members would like to work on assignments as a group, please talk to me.

**Term Project Options:** 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 of this syllabus. 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.

**Sharing Your Work with Partner Nonprofit:** You should share your term project papers, at least your final group paper, with your partner nonprofit as soon as they are completed. Please talk to your partner nonprofit in the beginning of the collaboration to discuss which papers your partner would like and when you should send your work to your partner nonprofit.

**Grading for the Term Project:** Grading for your term project assignments will be based on your papers’ and presentation’s clarity, organization, rigorous analysis, coverage, and linkages to the course readings. 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. A copy of the grading rubrics is available in the Canvas-Files-Module/Files-PSC540 Grading Rubrics and Evaluation Forms. The grade for your group assignment will be determined by the base grade for your group assignment (the same grade for all group members), the evaluation by your partner nonprofit, and the peer evaluation of your contribution to the group. You may also send me a draft of your paper prior to the deadline. (Please give me at least three days to review your draft.)

**Citing Sources:** Your papers should follow an appropriate citation style (e.g., APA). To avoid plagiarism, you must rephrase the language in your partner nonprofit’s existing documents (e.g., the website), except the mission/vision statement. Please find more information in the Academic Integrity section of this syllabus, and don’t hesitate to ask me if there are any questions.
2. Nonprofit Strategic and Market Analysis Paper (individual):

For this assignment, you will conduct a strategic analysis on one existing nonprofit organization in comparison with at least two other similar nonprofits. **If you choose Option 1 (working with a partner nonprofit),** please select your partner nonprofit as a case nonprofit for this assignment. **If you choose Option 2 (creating a new nonprofit),** you will use a different organization as your case nonprofit and still conduct the market and strategic analyses yet to identify unmet social needs, which your organization will fill by providing unique services.

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 the Data Workshop. You may use the same questions addressed during the Canvas Forum (Week 3) to guide your analysis. Please contact the organization to obtain data and materials if needed, while it is not required for this assignment. There is no requirement for the page length, while your double-spaced paper is likely to need 5 or more pages to address important points.

**Your Strategic and Market Analysis Paper should include the following points:**

- Market analysis – Compare your case nonprofit to 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.
- Assess the environment for your case nonprofit by using the SWOT or other appropriate analytical framework, identify discuss strategic goals, and briefly discuss strategies to attain them.
- The main goal of this analysis assignment is to probe how your case nonprofit is different from other nonprofits and determine that your case nonprofit is unique and critical in society. If not, please discuss what services your case nonprofit should consider providing to what populations/community, and why it strategically makes sense, based on your findings of the SWOT analysis.

3. Organization Analysis Paper (individual):

**If you choose Option 1,** 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,** your paper should be based on your market and strategic analysis to 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.

There is no requirement for minimum or maximum page length, while your double-spaced paper is likely to need 5 or more pages to address important points.

4. Final Paper and Presentation (group):

You will first present a summary of key points addressed in your final paper as a group during the last class meeting. Your group may continue to develop your final paper, incorporating
suggestions from your nonprofit partner and classmates during the presentation. Or, you may submit a final paper on the same day as the presentation day. Please share your final paper with your partner nonprofit as soon as it is completed (no later than December 4th).

**If you choose Option 1,** 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,** 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.

### 5. Case Presentation and Discussion Leadership:

You will sign up for presentation either of a case study or a scholarly article relevant to the topic of a given week. **If you choose a case,** you will present and lead class discussion as a group. **If you choose to present a scholarly article,** you are likely to go solo. You will choose the case or the article of your interest. The length as well as the topic of your presentation should be determined at least 2 weeks before the presentation. In general, your group presentation, including discussion leadership, is up to one hour, and your solo presentation, 15 minutes. Your grading criteria include how effectively you facilitate discussion as well.

Please prepare a short summary of a case or an article (You are NOT required to submit a paper for this assignment). Additionally, if you present a case, please use a presentation material (e.g., Powerpoint slides). Please talk to me about your presentation and discussion questions in advance. In general, a case analysis includes: (1) a brief summary of the case; (2) identified main issues and analysis; and (3) recommendations and conclusions; But, I understand your presentation’s content is depending upon the case and am flexible.

### 6. Class Participation and Three Canvas Forums (Weeks 3, 10, and 14):

**Canvas Forums:** We will use the Canvas Online Forums for the topics that require in-depth analyses or a use of online databases. Please go to the Canvas-Discussions (you will find the link under the Canvas-Module) to participate. You will need to post (1) your main post answering discussion questions for the forum and (2) your responses to your classmates’ posts (min. 2 for
Your posts should be thoughtful and answer all questions (“you did a great job” is not considered as a thoughtful post.).

During the Canvas Forum week, we have 2 deadlines for short discussion posts. You may submit your posts anytime during this week (We will NOT have the online session together). See details of the deadlines and discussion questions in the Canvas-Module. The Canvas Forum is treated as the online version of the class meeting. Thus, 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.

Overall Class Participation: The course requires preparation and active involvement. For a good participation grade, attendance in class is necessary but not sufficient; your participation grade is essentially determined by the quantity and quality of your active participation. Here are some guidelines for a good participation grade in this course:
- Actively participate in class and group discussions to contribute to class.
- Interact with your classmates and instructor positively and volunteer actively to open questions.
- Provide substantive and unique ideas and/or insights based on your own experience.
- Bring recent news about nonprofits and share it with your classmates.

### COURSE SCHEDULE

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<thead>
<tr>
<th>Week 1</th>
<th>Introduction to Nonprofit Management and Find Your Mission</th>
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<tbody>
<tr>
<td>Sat. 8/22</td>
<td><em>Readings</em></td>
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<tr>
<td></td>
<td>• Worth. Chapter 1</td>
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<td>• Drucker. “The Commitment” and “The Action Implication”</td>
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<tr>
<th>What Are Nonprofit Organizations? Why They Exist?: Theories and Rationales of Nonprofits</th>
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<tbody>
<tr>
<td><em>Readings</em></td>
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<tr>
<td>• Worth. Chapters 2 and 3</td>
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<tr>
<td>• Salamon. Chapter 1 “The Resilient Sector: The Future of Nonprofit America” – <em>NOTE: If you find this reading too hard, read Salamon Ch. 3, 5 and 12 instead</em></td>
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<tr>
<td>• Case readings from “How to Change the World”– Choose and read one case prior to class.</td>
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<tr>
<td>• <em>Bring a copy to class</em> – “Organization Reference Chart” from IRS. Publication 557 (pp. 72-73)</td>
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<tr>
<td><em>Recommended Readings</em></td>
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<tr>
<td>• Salamon. “Partners in Public Service”—<em>Read the section of “Voluntary Failures”</em></td>
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<td>• Steinberg. “Economic Theories of Nonprofit Organizations”</td>
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**Guest Speaker:** Stephanie Chandler, Director of Development, Peacehaven Community Farm
Week 2  
**Sat. 8/29**  
*Student “Nonprofit Subsector” Presentations (short, not graded)*  
*Bring your idea of a real nonprofit and/or subsector used for data workshop*

**What Are Nonprofit Organizations?(cont.): Size/Scope of the Nonprofit Sector**  
*Readings*  
• Re-read Week 1 materials  
• A chapter about a nonprofit subsector – Read one chapter based on your interest in a subsector/field for a group presentation  
• Worth. Chapter 16 – Read “Definitions and Scope…” (pp. 382-384)  
• Salamon et al. “The State of Global Civil Society and Volunteering” - *Skim*

**Data Workshop**

**Guest Lecturer:** Lynda Kellam, Data Services & Government Information Librarian, Adjunct Lecturer in Political Science, UNCG

**Market Analysis and Strategic Planning**- *Brief review for the Canvas Online Forum*  
*Readings—Skim for this week and re-read for the next week*  
• Worth. Chapter 7  
• Tschirhart & Bielefeld. Chapter 3 “Founding Nonprofits and The Business Case”  
• Case strategic/business plans

**Week 3**  
**Sat. 9/5**  
*(Sun. 8/30-Tue. 9/8)*  
**CANVAS ONLINE FORUM** (NO CLASS MEETING)  
• Your main opinion post due on Sat. 9/5 and responses to your classmates’ posts due on Tue. 9/8.

**Market Analysis and Strategic Planning (cont.)**  
*Readings – the same as Week 2 readings*

**Week 4**  
**Sat. 9/12**  
*NO CLASS MEETING & NO CANVAS ONLINE FORUM* (Work on your first writing assignment)

**Week 5**  
**Sat. 9/19**  
**DUE: Nonprofit Issue Report**

*Decide your partner nonprofit and team for the term project.*

**Resource Acquisition and Mobilization: Human Resources: Managing Staff and Volunteers**  
*Readings*  
• Worth. Chapter 9  
• *Skim* - Leete. “Work in the Nonprofit Sector  
• Volunteer Recruitment: Tips from the Field  
• *Use any of these examples for papers*—Examples of Volunteer Advertisement

Readings
- Rosso. “Philosophy of Fundraising”
- Seiler. “Case for Support” and “Constituency of Fundraising”
- Worth. Chapters 11 and 13
- *Skim* - Worth. Chapter 16 – read “International Philanthropy…” (pp. 384-386)

Recommended Readings
- Giving USA 2012
- Philanthropic Giving Index
- Nonprofit Fundraising Study


Readings
- Worth. Chapter 12
- Alter. “Social Enterprise Models”
- *Skim*—Weisbrod “Pitfalls of Profits”

Recommended Readings
- Community Wealth Ventures. “Mapping Assets And Opportunities”

Guest Speaker: Kristen Simmons Perry, Director of Community and Volunteer Relations, Aging, Disability, and Transit Services

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Week 6
Sat. 9/26
NO CLASS MEETING & NO CANVAS ONLINE FORUM (Work on your next writing assignment)

Week 7
Sat. 10/3
DUE: Nonprofit Strategic and Market Analysis Paper

**Student Presentation #1- Case Study: Governance and Leadership** (Possible topic: Komen Foundation, EduCap, etc.—find case materials in the Canvas Week 7—, or Worth cases)

**Student Presentation #2 – Scholarly articles about governance/leadership** (by master students)

Governance of Nonprofit Organizations

Readings
- Worth. Chapter 4
- Tschirhart & Bielefeld. Chapter 9 “Boards and Governance”—Read the section of “Effectiveness of the Governing Board” (pp. 210-224)
- Independent Sector. “Principles for Good Governance and Ethical Practice”
- Required for master students—Alexander & Weiner. “The Adoption of the Corporate Governance Model by Nonprofit Organizations”

Recommended Readings
- IRS. Governance and related topics - 501(c)(3) organizations
- Chalkley. “Weighing the Best Strategies for Handling Problem Board Members”
• Independent Sector. “The Principles Workbook”
• Worth. Chapter 16 – Skim “International Nonprofit Governance…” (pp. 386-389)

Effective and Ethical Leadership
Readings
• Worth. Chapter 5

Guest Speaker: Steve Hayes, Executive Director, Guilford Nonprofit Consortium

Week 8
Sat. 10/10
NO CLASS MEETING & NO CANVAS ONLINE FORUM (Enjoy the Fall Break!)

Week 9
Sat. 10/17
DUE: Organization Analysis Paper

Student Presentation #3 - Case Study: Nonprofit Advocacy (Possible topic: Planned Parenthood & Planned Parenthood Action Fund: Worth Case 10.2 – additional case materials available on the Canvas)

Advocacy, Marketing and Communication
Readings
• Worth. Chapters 10 and 15
• Vaughan & Arsneault. Chapter 3 “Theories of the Nonprofit Sector and Policy Change”

Recommended Readings
• NC Center for Nonprofits. “Advocacy 101”

Financial Management
Readings
• Worth. Chapter 14
• Optional - Tuckman & Chang. A methodology for measuring the financial vulnerability of charitable nonprofit organizations.

Guest Lecturer: Dr. Kenneth Klase

Performance Measurement – Brief review for the Canvas Online Forum
Readings—Skim for this week and re-read for the next week
• Worth. Chapter 6
• Venture Philanthropy Partners. “Effective Capacity Building in Nonprofit Organizations”
• Performance measurement tools and indicators

Week 10
Sat. 10/24
(CANVAS ONLINE FORUM (NO CLASS MEETING)
• Your main opinion post due on Sat. 10/24 and responses to your classmates’ posts due on Tue. 10/27.)
Performance Measurement
*Readings – the same as Week 9 readings*

**Week 11**
**Sat. 10/31**

**Student Presentation #4 – Topics will be determined by you and the instructor** *(e.g., Case Study, a leading example of social entrepreneurs)*

**Collaboration**
*Readings*
- Worth. Chapter 8
- Austin. “Strategic Collaboration Between Nonprofits and Businesses”

**Social Entrepreneurship and Social Investment**
*Readings*
- Worth. Chapter 17
- Yunus. “Changing a World Without Poverty”
- A Social Entrepreneur Transforms a Nonprofit Into a Profit-Making Enterprise

*Recommended Readings – More articles are available in the Canvas-Files*
- Meyskens et al. “Social Ventures from a Resource-Based Perspective: An Exploratory Study Assessing Global Ashoka Fellows”
- Rauch. “This Is Not Charity”
- The Economist. “Impact Investing”
- Venture philanthropy | Social Innovator

**Guest Speaker** – April Harris, President, New City Ventures

**Final preparation for the term project paper and presentation**

**Week 12**
**Sat. 11/7**

**NO CLASS MEETING & NO CANVAS ONLINE FORUM** *(Finish up your final presentation and paper)*

**Week 13**
**Sat. 11/14**

**TERM PROJECT PRESENTATION**

**Week 14**
**Sat. 11/21** *(Sun. 11/14 - Tue. 11/24)*

**CANVAS ONLINE FORUM** *(NO CLASS MEETING)*

- Your main opinion post due on Sat. 11/21 and responses to your classmates’ posts due on Tue. 11/24.

**Reflection of Your Mission-based Journey: Your Career in Nonprofit Management and Social Entrepreneurship**

**Report of Your Volunteer Experience** *(extra credit discussion)*

*No reading required this week*
**Description of Organization Analyses -- Option 1**

**Analysis 1) Board and Leadership:**

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:**

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.idealist.org), [http://www.volunteermatch.org](http://www.volunteermatch.org), and [http://www.catchafire.org](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:
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:**

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.