

AGENDA

WEEK 12, APRIL 15

LEAD 7300 MANAGEMENT OF NONPROFIT ORGANIZATIONS

ARMSTRONG ATLANTIC STATE UNIVERSITY

1. Guest speaker for April 15. David Tribble from Bethesda Academy. This is a residential private school that has a good track record getting kids into college. I have wanted to recruit a guest speaker from a school, and we are lucky to get him.
2. Guest speaker for April 29. Melissa Emery. Board Chair of the Savannah Philharmonic. President of the Skidaway Island chapter of Kiwanis, a service club. She and her husband, Jim, spent most of their careers as marketing managers in the corporate world.
3. Plan to finish the course. On April 8, we agreed to revise the schedule in the Syllabus. Our plan to complete the course now includes the following.
 - Week 13. We will meet on April 22. Students will turn in Writing Assignment WA13. This will be the last 600-word Writing Assignment. During Week 13, we will review the gradebook for each student to be sure they have turned in each Writing Assignment. Please bring all of your graded papers to class, WA1 through WA11.
 - Week 14. We will meet on April 29. This will be the last meeting of the class. **WEEK 14 is the last opportunity to turn in papers. This is a hard deadline. If you are part way through an assignment, turn it in even if it is not done.**

Writing Assignment WA14 is being re-arranged into two pieces. Students will turn in Writing Assignments WA14A and WA14B as separate documents. WA14A includes your reactions and report card for the course: how you performed versus your goals, what you might have done to make the course more effective for you, what the instructor and Armstrong might have done to make it more effective, and anything else that could be done to improve the course before it is offered again. Please use the following language to complete WA14A. This language supersedes the language in the Syllabus.

At the beginning of the course, you wrote a 300-word paper that discussed your goals for the course. Now, four months later, what is your response? Prepare a 300-word discussion on the following topic. Review the goals that you set at the beginning of this course. Did you achieve

them? What skills did you acquire? Was there something in your control that, if you had done it, would have made the course more successful for you? Which of the resources provided by the university (e.g., the instructor, the classroom, the library) was the most helpful to you in achieving your goals? Was there something that the instructor or the college could have done that would have helped you better achieve your goals? What improvements are needed in the course before it is offered again?

WA14B asks you to comment specifically on whether this course should be made a permanent offering as an elective for the PCL program. That means the university would approve it as an addition to the Catalog for the PCL program. We are asking for you to provide your opinion on this question, packaged as a separate assignment. We will provide a report to PCL management, and it will include your comments. The specification for WA14B is as follows:

WA14B. The course on Management of Nonprofit Organizations has been offered during Spring Term 2014 on a trial basis, coded as LEAD 7300. Should this course be made a permanent part of the course offerings by being included in the Armstrong Catalog as an elective course for students in the Professional Communications and Leadership program? Please answer this question “yes” or “no.” Please offer any comments you may have to support your opinion. Limit 300 words.

During WEEK 14, we will pass out envelopes and ask you to put your addresses on them. Then we will use the envelopes to mail your papers back to you after they have been graded. WEEK 14 will be our last scheduled meeting of the class.

- We will not meet on May 6, Reading Day
 - We will not meet on May 13, WEEK 15.
4. Via email, we distributed a summary on salary and benefits for nonprofit organizations.
 5. Discuss WA11A. Comments after grading.
 6. Discuss WA12A. Writing Assignment for WEEK 12. WA12A. *Grant*. 600 words. 100 points.

You are Ursula Ulysses. You are a graduate of Armstrong's master's degree program in Professional Communications and Leadership. You are employed by Savannah Soft Heart, a group that promotes good cardiovascular health. Your role is Grant Writer. Your organization gets 40 percent of its revenues from donations, dues and events. Soft Heart gets 60 percent of its revenue from grants. Nancy Nasty, Executive Director of Soft Heart, calls you into a meeting. It does not prove to be a pleasant occasion.

"Well Ursula, you have been our grant writer for six years. When you arrived in 2008, you were a bundle of energy. During your first year, you wrote ten grant proposals, and we won six of them. During your second year, you wrote nine grant proposals, and we won five of them. In year three, you wrote eight grant proposals, and we won four of them. In year four, you wrote seven grant proposals, and we won three of them. In year five, you wrote six grant proposals, and we won only two of them. So let's look at the numbers. You are writing fewer proposals each year (a drop from ten to six), and we have a declining win rate (a drop from 60 percent to 33 percent). Given the fact that we obtain most of our revenue from grants, your performance is pretty disturbing. It can't have escaped you that our organization has had to downsize three staff members recently. So one of the things you and I are here to talk about is that you are being placed on "probation." A warning letter is being placed in your personnel file. If your output of proposals does not increase, and if your win rate does not improve, you will not be working for us six months from now. Do you understand what I am saying?

"When an employee is placed on warning, our organization requires me to work with the employee to develop a 'remediation plan.' This is a plan for the things that employee agrees to do in order to 'get back on track.' I want you to create your own remediation plan. You will create a plan to write a major grant proposal. As you know, the Ford Foundation has been a steady supporter of our organization. Five years ago, they were giving us grants in the \$3 million range. Last year, the amount dropped to \$2 million. We need to keep the Ford Foundation money coming in, and we need to get them to increase the amount of their grant to something in the \$3 to \$4 million range. So, given that the Ford Foundation annual grant application must be submitted by us within two months from today, I want to see you write a plan for preparing that grant proposal. The plan should be in the range of 600 words. It should include an outline of the contents of the grant proposal. Perhaps your plan should provide for preparation of the following chapters for your grant proposal.

- Discuss the history of the rich relationship between Ford and Savannah Soft Heart. Explain that we have helped over 700 people in the past year with Ford money. Detail the kinds of health benefits we have provided to these patients (e.g., reduced incidence of heart attacks).

- Discuss the services that Savannah Soft Heart currently performs with money from sources other than Ford (We help over 3,000 people). If Ford likes what they see, perhaps they will begin to fund some of those programs.
- The most significant development that you should discuss is our new program that funds heart catheterization procedures for economically disadvantaged people. Ford is not currently a sponsor of this program, but we would like to have them become a supporter. Cardiologists use catheterizations to diagnose heart problems, and this can lead to surgical procedures that can significantly extend a patient's life expectancy. Uninsured poor people cannot afford heart catheterizations, so we have begun paying for them. We are getting dramatic results, with life expectancies being extended by an average of five years. We have helped over 300 people in the program's inaugural year. This is a very powerful story. If we can get Ford to become a supporter of our new catheterization program, that might get us to the \$4 million funding level that we would like to see from Ford.
- You may have some other ideas about 'healthy heart' services that we might provide, new activities and projects that might bring in more money from Ford. Tell me what other things would make our story more powerful. Use your imagination.

“Please provide your plan for the Ford Foundation in two days. Use e-mail to send it to me so that I can review it while I am on the road. I will be at a meeting in Detroit, and I expect to see some Ford Foundation people while I am there. I may be able to pick up some intelligence that will help you write a more powerful proposal.”

You know that the real reason why the numbers are down for your grant writing function is the Great Recession that has plagued the nonprofit industry since 2008. The foundations have less money to give, so they are offering fewer grants. Meanwhile, the charities are in trouble, so they are writing more grant proposals. The result is every grant writer in the country has a lower batting average than six years ago. However, you decide not to bring up this fact, because Nancy is not in a mood to listen to 'excuses,' and she might fire you immediately. You leave the meeting feeling rather "beat up."

Savannah Soft Heart has been a good employer for you. You like working here, and the pay is good (\$75,000 per year). After you have had an hour to gather your thoughts, you begin to see a way to turn failure into success, to turn a corner and save your job. You recall that you took the Armstrong course in Managing Nonprofit Organizations. The Heyman textbook included a chapter on grants. Maybe if you review it, you will get some ideas that will help you plan to build a superb proposal to Ford. You can use other references if you like.

7. To prepare for WEEK 12 class, we asked you to read the following material. Let's discuss.

- Marketing and Communications. Pages 405-407. In the world of for-profits, the marketing process can be described by the following questions. **What product am I making? How much will it cost me to make and sell each product? What customers will want to buy the product? How many products will they buy? How much will they be willing to pay for each product? How much revenue will the products bring in? How will I find the customers who want to buy the products? Is a business based on this product financially viable?**

In the world of nonprofits, we re-arrange and re-word these questions. Instead of customers, we need to work with two groups: clients and donors? **What service do we provide? How many clients do we provide this service to? How much does it cost me to provide that service to a client? How much money will it cost me to deliver that service to all of my clients? In many nonprofits, the resources come from donors. How will I find the donors, get their attention, and bring in the money and other resources that we need? Is an organization based on this service financially viable?**

- Chapter 25. Nonprofit marketing. Pages 409-427
- Chapter 26. Using Web 2.0 Tools to tell your organization's story. Page 429-444.

8. For Week 13, please read the following material. Come to class prepared to discuss

- Chapter 27, Crafting effective newsletter strategy. Page 445-457.
- Chapter 29, Public relations for nonprofits: getting ink for your cause. Page 479-493.

9. Writing assignment. *Fundraising*. WA13A. 100 points. 600 words. Due WEEK 13.

You are Bonnie Belle, a graduate of Armstrong's graduate program in Professional Communications and Leadership. You are out of work, and you need a job. You see an ad in the Internet version of the Savannah Morning News. A nonprofit organization called "Help People Now!" wants to hire a fund raiser. You submit a resume via e-mail. They call you and ask you to come in for an interview. Polly People meets you at their office. She is Manager of Human Resources. Polly provides some information and commentary.

“Help People Now is an organization that provides services for people who have urgent problems, people who need help right now. We mostly help people who have problems paying for basic necessities like food, clothing, and shelter. We have a budget in the neighborhood of \$30 million per year in Savannah and Chatham County. Most of our money comes from donations.

“We have had a fund raising program in place, and it has brought in money. However, there have been problems, because it is purely telephone based. In particular, our fund raisers tend to quit their jobs. I conduct exit interviews when they leave, and they all tell me, ‘I don’t like the system that you are using to raise money. The job is boring. We are required to use scripts, and we can’t change what we say to people. I can’t spend all of my eight hours per day cold calling on a telephone.’ Most of our fund raisers last about three months; then they quit.

“I have spoken to our Director of Fundraising, Darla Drew. I have gotten her to agree to an experiment. I want to hire you to be a fundraiser. You will not need to use any of our existing telephone-based systems. You can do anything you want as long as you work eight hours per day and produce some results. You can use face-to-face visits, Internet, radio advertising, social media, presentations to church and civic groups, wine and cheese parties, spaghetti dinners, and anything else that would energize you and bring in money to us. We are also prepared to provide reasonable financial support if you need it for things like local travel, entertainment, software, subscriptions, advertising, etc. You do not need to address fund raising via grants, because someone on our staff already had that covered. The board of directors is doing a good job on fund raising, so you do not need to modify anything involving them.

“I want you to write a plan for what you would do if we hired you. Make it 600 words long. Send it to me via e-mail in two days. After I read it, we will talk again. If I like your plan, I will hire you.”

You want to produce a plan that includes lots of ideas. You recall that you completed Armstrong’s course in Managing Nonprofit Organizations. The textbook included several chapters that touch on this fundraising topic. Of particular interest are: Chapter 21, Online fundraising; Chapter 22, Online peer-to-peer fundraising; Chapter 23, Cause-related marketing; and Chapter 24, Social enterprise 101: an overview of the basic principles. The Heyman textbook also included fundraising material in other chapters. You can use other references if you like.