

AGENDA

WEEK 13, APRIL 22

LEAD 7300 MANAGEMENT OF NONPROFIT ORGANIZATIONS

ARMSTRONG ATLANTIC STATE UNIVERSITY

1. 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. You might be able to earn part credit.**

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.

WA14A. At the beginning of the course, you wrote a 300-word paper (WA2A) that discussed your goals for the course. Now, four months later, what is your response in regard to achieving your goals? 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.**
2. Via email, we distributed a summary on salary and benefits for nonprofit organizations.
 3. Discuss WA12A. Comments after grading. An area that could have used more emphasis in some papers was the relationship with a contact person at Ford Foundation. This would be a staff person who oversees the approval process of your proposal. In some foundations, there will be a contact person for each entity that submits a proposal, so you might have only one contact person. In other organizations, there might be more than one contact person (say, one for health care and one for education). You need to develop a continuing dialogue with that person(s). Invite them to visit your location in the immediate future to do an “audit” of your performance on prior funding from Ford. Ask for ideas and suggestions. Within the next month, visit Ford and meet with the contact person(s). Get the details of what they are looking for in the current proposal. Ask them if there are any other people or programs at Ford with which you should have a dialogue. Those groups may require separate proposals with separate deadlines.
 4. Status report on research papers.

- As of WEEK 12 (last week), twelve research papers were supposed to be turned in by 18 people. That total is 216 papers.
 - The class, as a whole, appears to be short 43 papers. That means the average student is two papers behind schedule with two weeks to get caught up.
 - It appears that ten out of 18 people are completely caught up through paper WA11.
 - Eight people appear to be behind schedule by one or more papers.
5. Discuss Writing Assignment for WEEK 13. WA13A. *Fundraising*. 600 words. 100 points.

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 things like, '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 has 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.

6. To prepare for WEEK 13 class, we asked you to read the following material. Let’s discuss.

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

If we have time, we may want to talk some more about the following topic left over from WEEK 12.

- 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 sometimes 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 instead of clients. 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.
7. Writing assignment for WEEK 14. See Item 1 above.
 8. Quality. Our textbook did not include a chapter on quality management. This includes concepts like quality control, quality assurance, and the Malcolm Baldrige Award. We will have a presentation in class.
 9. Signatures. We will be preparing gift plaques for our guest speakers. We would like to include a signature page on each one. Let's sign them tonight.