

Design and Incorporation of High Impact Not-For-Profits – 2019 SYLLABUS

		<p>Winter Term 2019</p> <p>Day/Time: Monday Evenings 6:00 – 9:00</p> <p>1/16; 1/28; 2/4; 2/11; 2/18; 2/25; 3/11; 3/18; 3/25; 4/1; 4/8; 4/15; 4/22; 4/29</p> <p>Classroom:</p>
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COURSE DESCRIPTION

Design and Incorporation of High Impact Not-For-Profits is designed for those who have a practitioner’s interest in the design, governance, leadership, and management of high impact not-for-profit organizations. This course is taught through learning best practice theory, applying this theory to a simulation experience, and providing students the opportunity to apply their new knowledge and experience in an interview with a current not-for-profit leader. Students, through the combination of theory and practice, are provided with the essential competencies and tools to design and incorporate a not-for-profit, conduct in-depth analysis of a not-for-profit’s effectiveness including, but not limited to, governance, leadership, social impact, financial sustainability, and systems and policy influence.

Through the mock simulation process of designing, incorporating, and governing students will leave with a “best practice” not-for-profit manual that includes articles of incorporation, bylaws, governance deliverables, strategic business plan, organizational scorecard, 3-5 year budget, development plan and public policy strategy.

The knowledge and tools, gained through readings and the mock simulation experience, will be applied, in the form of a thorough analysis, to the governance, leadership, strategic and/or business model, financial sustainability, social impact, marketing and communication, and public policy influence of an existing organization.

COURSE OVERVIEW AND GRADING

In teams students will be required to design, incorporate, and govern a mock nonprofit. Each team will deliver a not-for-profit infrastructure manual that includes articles of incorporation, bylaws, board members and roles, vision/mission, strategic/business plan/theory of change, 3-5 year budget projections, development plan and targets, and public policy strategy. Teams will be provided with a toolkit that contains templates and/or actual documents of non-profits for which to model their own non-profit documents. Upon completion of the simulation, students will be required to submit an individual analysis regarding their role and observations during the mock not-for-profit process that compares not-for-profit best practice theory to actual practice.

Upon completion of the mock not-for-profit simulation and much of the best practice theory, each student will interview a social sector leader and be expected to provide a thorough analysis of the organization's leadership, governance, strategic and/or business model, financial sustainability, social impact, marketing and communication, and public policy influence. Social sector leadership matches will be discussed in class.

Attendance and class participation will be weighed heavily (20% of each evaluation method listed below) in determining the final grade. Distribution of the final grade is as follows:

EVALUATION METHOD	PERCENTAGE OF FINAL GRADE
This I Believe Essay 1/16	Non Graded
Mock Nonprofit Team Manual 3/11	20% Group Grade
Mock Non Profit Case Statement/Presentation 2/25	10% Group Grade
3-5 Page Individual Analysis of Governance Role 3/11	10% Individual Grade
Nonprofit Field Assignment Presentation 4/22 or 4/29	10% Group/Individual Grade
Nonprofit Field Assignment Analysis (7-9 Page) 5/6	20% Individual Grade
2-3 Page Leadership Profile Article or Case Study 5/6	10% Group Grade
Class Participation and Knowledge of Readings Presentation of Book	20% Individual Grade

STUDENT CONDUCT

Students are to submit their own work, and presenting the work of others as their own is not acceptable. In recent years, university students around the world have been tempted to appropriate information from the internet and to present it as their own. The incidence of this practice is apparently increasing. Suspected instances of plagiarism or other abuses in this course will be referred to the University Office of Student Conduct, and the students involved will be given grades of Incomplete until the situation is resolved.

All assignments are to be well written and to be submitted via canvas for grading on the date due. On-time submission is a matter of fairness, since delayed assignments may benefit unfairly from the work done on time by other students and presented in class. Students who submit assignments after the date due may receive lower grades at the sole discretion of the professor.

ATTENDANCE

The course is planned on the assumption that students will attend all classes. Students who miss classes should make arrangements to catch up without delay on the material presented. Students are responsible for meeting all schedule commitments, including drop and add notifications, as well as for meeting all other program and degree requirements.

REQUIRED TEXTS

1. Hansen-Turton & Torres (2014). *Social Innovation and Impact in Nonprofit Leadership*. Springer Publishing Company. This is the main book for the course.
2. Torres & Hansen-Turton (2018). *Practical Tools for Not-for-Profit Leaders: Creating Social Impact, Achieving Financial Sustainability and Driving Policy Change*.
https://www.amazon.com/Practical-Tools-Not-Profit-Leaders/dp/1790623545/ref=sr_1_3?ie=UTF8&qid=1545240606&sr=8-3&keywords=practical+tools+for+not+for+profits
3. Torres & Hansen-Turton (2017). *THE SOCIAL INNOVATOR'S PLAYBOOK: a process to develop great products and services, dedicated employees, and great teams.: A Company's Guide to Creating Innovation from the Bottom Up*. (<https://www.amazon.com/SOCIAL-INNOVATORS-PLAYBOOK-dedicated-Innovation/dp/197390912X>)
4. Collins, J. *Good to Great and the Social Sectors*, 2005.
5. Leslie Crutchfield and Heather McLeod Grant, *Forces for Good: The Six Practices of High-Impact Nonprofits*, 2008.
6. *The Prince* by Machiavelli
7. Additional Readings: Articles noted in syllabus and uploaded into CANVAS

SCHEDULE BY WEEK

Session # 1, 2, & 3 (January 14th, 28th, and February 4th)

Overview & Introduction to the Not-for-Profit Sector

Class Objectives:

- Understanding key attributes of the social and public sectors
- Understanding the nature, function, and scope of the not-for-profit sector
- Understanding the legal and ethical framework of the not-for-profit sector
- Understanding the basic taxonomy of the not-for-profit sector
- Understanding emerging legal and financial social sector business models
- Understanding the basic role and functions of leadership, management, and board of directors
- Understanding personal leadership styles

Readings:

1. Hansen-Turton & Torres (2014). *Social Innovation and Impact in Nonprofit Leadership*. Springer Publishing Company: Foreword and Chapter 1 & 2.
2. Torres & Hansen-Turton (2018). *Practical Tools for Not-for-Profit Leaders: Creating Social Impact, Achieving Financial Sustainability and Driving Policy Change*. Chapters 1 & 2.
3. Leslie Crutchfield and Heather McLeod Grant, *Forces for Good: The Six Practices of High-Impact Nonprofits*, 2008.

In Class

- **This I Believe Essay Presentations** (<https://thisibelieve.org/guidelines/>)
- Mock Nonprofit (Class Templates will be provided): Create the legal framework for a nonprofit (organizational mission, articles of incorporation, bylaws and governance structure). Be sure to consider political, social and economic forces as they impinge on the governance function (e.g. political earmarks, Sarbanes-Oxley).
- Manual: Draft Articles of Incorporation, bylaws, legal Filings, audit Engagement Letter.

Session 4 & 5 (February 11th & 18th)

Leadership & Governance; Evaluating Organizational Impact; Vision, Mission and Business (Strategic) Plans

Class Objectives:

- Explore leadership models and theories
- Examine leadership styles of regional and national leaders and their relationship to various strategies for managing change
- Understand business vs. strategic action plans
- Understand theory of change, impact measures, and their relation to a critical social issue
- Understanding the importance of program evaluation, outcomes, social return on investment and measuring organizational effectiveness
- Understanding how to use data to drive mission, management, and governance

Readings:

- 1) Hansen-Turton & Torres (2014). *Social Innovation and Impact in Nonprofit Leadership*. Springer Publishing Company: Chapter 5 & 8.
- 2) Torres & Hansen-Turton (2018). *Practical Tools for Not-for-Profit Leaders: Creating Social Impact, Achieving Financial Sustainability and Driving Policy Change*. Chapters 3 & 4.
- 3) Nelson, Chandra, & Miller (2018). *Can Measures Change the World?*
- 4) Collins, J. *Good to Great and the Social Sector*, 2005.
- 5) Gregersebm Hal (2018) *Better Brainstorming: Focus on questions, not answers, for breakthrough insights*. <https://hbr.org/2018/03/better-brainstorming>
- 6) Shekshnia, Stanislav (2018). *How to be a good Board Chair: The key is to remember you're not the CEO*. <https://hbr.org/2018/03/how-to-be-a-good-board-chair>

In Class:

- Introduction to the analysis of legal, governance, and fiduciary of respective field assignment
- Mock Nonprofit: Develop Organizational Governance Policies. Manual: Draft Policies. Articulation of social issue and Theory of Change; development of agency mission and vision. Manual: Social issue framework, mission/vision framework, and Theory of Change framework

Sessions 6 & 7 (February 25 and March 11)

Financial Modeling, Financial Projections, Scaling Readiness & Attracting Capital

Class Objectives:

- Understanding agency financials (unit costs, revenues, expenses) and 3-5 year financial projections
- Developing a case statement
- Developing philanthropic investor targets to reach organizational development goals
- Understanding government funding and the special challenges government funding presents
- Understanding the process for developing opportunities for developing market based enterprises
- Understand management strategy with appropriate controls regarding expenses vs. revenues

Readings:

1. Hansen-Turton & Torres (2014). *Social Innovation and Impact in Nonprofit Leadership*. Springer Publishing Company: Chapter 3 & 4.
2. Torres & Hansen-Turton (2018). *Practical Tools for Not-for-Profit Leaders: Creating Social Impact, Achieving Financial Sustainability and Driving Policy Change*. Chapters 1 & 2.
3. Torres & Hansen-Turton (2017). *THE SOCIAL INNOVATOR'S PLAYBOOK: a process to develop great products and services, dedicated employees, and great teams.: A Company's Guide to Creating Innovation from the Bottom Up*.

In Class:

- Guest Speaker: Michael Clark: IF Market and Social Innovations Partners
- Mock Nonprofit: Development of agency service model and measurement tools (what does success look like?) Development of agency goals framed within a timeline. Manual: Business plan template, product development framework, and measurement tool framework. Development of agency budget; development of agency 3-5 year financial projections.

- Mock Nonprofit: Development of agency philanthropic targets with timelines; development of government template proposal. Manual: Campaign financial targets and target profile

Assignment:

Conduct initial research on field assignment utilizing the Guidestar website to review 990s and any print or web-based publications of an organization. Do background research on leader of regional nonprofit organization.

Sessions 9 (March 25) Before Spring Break

In Class:

- **Mock Not For Profit Presentations and Discussion**

Sessions 8 and 10 (March 18, and April 1)

Project/Resource Management & Project Management: Managing People, Transitional and Generational Leadership/Marketing and Communications; and Human Resources and Ethics

Class Objectives:

- Understand the development of nonprofit budget, financial and management accounting, the audit function, risk management, and an analysis of the role of human resources
- Understanding the role of the Human Resources
- Understanding recruitment and retention best practices
- Understanding generational leadership differences
- Understanding succession planning
- Understanding messaging and vehicles for communications
- Understanding employment legal practices and protected classes
- Understanding how to create culture change within an organization
- Understanding not for profit training and performance management best practices

Readings:

1. Hansen-Turton & Torres (2014). *Social Innovation and Impact in Nonprofit Leadership*. Springer Publishing Company: Chapters 6, 9, 10, and 13.
2. Brooks A. (2018). AEI's President on Measuring the Impact of Ideas. <https://hbr.org/2018/03/aeis-president-on-measuring-the-impact-of-ideas>
3. Groysbert, Lee, Price & Cheng (2018). *The Leader's Guide to Corporate Culture: How to Manage the Eight Critical Elements of Organizational Life*.
4. Cappelli & Tavis (2016). *Performance Management Revolution*.
5. Beer, Finnstromi & Schrader (2016). *Why Leadership Training Fails and What to Do About it*
6. Letts and Holly (2018). *The Promise of Skills-Based Volunteering*

In Class:

- Effective and ethical development/fundraising practices
- Value of human capital vs. financial capital
- Relationship with CFO and board and financial committees
- Risk and liability of nonprofits based upon financial and other reports and the creation of controls (i.e. checks and balances) for management of resources
- Analysis and interpretation of nonprofit financial reports

- Analysis of resource management and development strategies of respective organizations
- Good Retention and Attrition Practices.

Session 11 & 12 (April 8 and April 15):

Project Execution: Building Alliances, Partnerships, Mergers and Affiliations & Creating Policy Change and Managing Politics

Class Objectives:

- Examine three types of public/private partnerships: complementary, supplementary and adversarial
- Understand how advocacy, lobbying, and government relations can be utilized to advance the mission of a nonprofit

Readings

1. Hansen-Turton & Torres (2014). *Social Innovation and Impact in Nonprofit Leadership*. Springer Publishing Company: Chapters 7, 11, & 12.
2. Waddell, S. (2018). Four Strategies for Large System Change.
3. Hussein, Plummer, & Green (2018). How field catalysts Galvanize Social Change
4. Clark, Michael (2018). Greater Philadelphia College Rankings.
<http://www.socialinnovationsjournal.org/editions/issue-44/111-feature-article/2764-greater-philadelphia-college-rankings>
5. Torres, Clark, and Spreat (2017). Direct Support Professional Compensation Practices: Implications on Service Quality; Tax Dollars; and Quality of Life.
<http://www.socialinnovationsjournal.org/about-sij/policy>
6. The Prince by Machiavelli

Session 13 & 14 (April 22 and April 29):

In Class:

- **Field Assignment Presentations and Discussion**