

**STRATEGIC MANAGEMENT
AND ENTREPRENEURSHIP IN THE NON-PROFIT SECTOR**

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Grading

This is a graded, 5-unit class. Grades will be comprised of the following:	
Mid term	20%
Final	30%
Paper/presentation	30%
Placement evaluation	20%

Class Schedule

2001				
Jan	Feb	Mar	April	May
Thurs-10 3-5:30PM	Thurs-7 3-5:30PM	Thurs-7 3-5:30PM		
Thurs-17 3-5:30PM	Tues-5 3-5:30PM	Thurs-14 3-5:30PM		
Thurs-24 3-5:30PM	Thurs-7 3-5:30PM	Fri-15 3-5:30PM		
Thurs-31 3-5:30PM	Thurs-14 3-5:30PM			
	Thurs-28 3-5:30PM			

Course Outline

CLASS 1: INTRODUCTIONS AND CHECK-IN'S

I. INTRODUCTIONS

II. THE GOAL OF THIS CLASS: This class will provide a high quality, meaningful learning experience for both the student and the host organization.

OBJECTIVE 1- Students will learn current cutting edge theory on the topics of strategic management and entrepreneurship in the NP sector.

OBJECTIVE 2- Students will successfully complete viable, meaningful site placements.

OBJECTIVE 3- All site supervisors and UCSC staff will be active participants.

III. CHECK IN REGARDING ALL SITE SUPERVISORS. ALL CONTRACTS SIGNED?

IV. WHAT MAKES A GOOD INTERNSHIP?

IV. CHARACTERISTICS OF NON-PROFIT ORGANIZATIONS

A. Public, Private, Non-profit

B. Specifics

- Importance of articulating a clear public service mission
- Identifying the appropriate constituency
- That all-important evaluation component-how do you know if you are succeeding?
- Stewardship/volunteer issues
- Why do a strategic plan?

READING:

Smith, Bucklin et al.: Mintzberg (syllabus)
Chapter 1 Pappas (Chapt. 1, syllabus)

HOMEWORK:

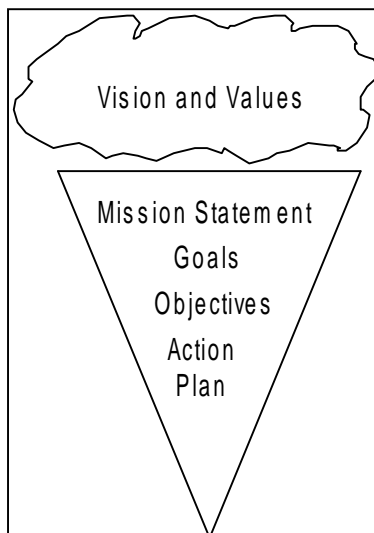
Bring to class a copy of your placement organization's Mission Statement

CLASS 2: STRATEGIC PLAN COMPONENTS**I. CHECK IN ON PLACEMENTS****II. STRATEGIC PLANNING OVERVIEW: HISTORY, SCIENCE, AND ART**

- A. History
- B. What is it, anyway? Planning vs. Plan
- C. Tools of strategic planning
- D. Creativity in strategic planning
 - Crafting vs. planning strategy
 - How to enhance creativity in the strategic planning process
 - Getting around blocks in the creative flow
- E. Why plan at all?
- F. Ten tragic pitfalls
- G. Summary and conclusions

II. COMPONENTS OF STRATEGIC PLANS IN NP ORGANIZATIONS

- A. Executive Summary
- B. Vision and Values Statement
- C. **MISSION STATEMENT**
- D. Fund Raising (Marketing) Plan
- E. Organization and Management
- F. Board Development
- G. Human Resources/Volunteer Staffing
- H. Finance, Budgets, and Pro Formas
- I. Time Line
- J. Managing information
- K. Evaluation
- L. Major Goals, objectives, action plans

**READING:**

Smith, Bucklin et al.:
Chapters 3 and 4

HOMEWORK:

Bring to class a copy of your placement organization's Marketing Plan (if possible)

CLASS 3: FUNDRAISING AND MARKETING**II. THE MARKETING PLAN (FUNDRAISING, GRANTWRITING, MARKETING)**

- A. Industry Analysis
 - Why do one?
 - What business are we in?
 - Sector, industry, market, niche, and more!

- B. Market Analysis: How is this different from the Industry Analysis?
- C. Why do it? What is it?
- D. Typical components: Fundraising, grants, solicitation schedule
- E. Types of fundraising
 - Donations
 - Dues
 - Income from services
 - Annual campaigns
 - Capital campaigns
 - Planned giving
 - Endowment funds
 - Grants
- F. More about grants
 - Research your market
 - Foundations
 - Corporations
 - Government agencies
 - Make sure your budget is in order
 - Dress for success!
 - ROI, ROI, ROI
 - Grant funding winners and losers
- G. Successful solicitation
 - Do your homework. Markets are organic
 - Know your 4 P's
 - People give to people, NOT to organizations
 - Eighty percent of all funds still come from individuals
- H. The role of public relations
- I. SWOT analysis
 - Very important
- J. The Indiana University Fund Raising School

<p>READING: Smith, Bucklin et al.: Chapter 9</p> <p>Hummel: pp. 73-82 (syllabus)</p>	<p>HOMEWORK: Bring to class a copy of your placement organization's Budget, and/or P&L and Balance Sheet (if possible)</p>
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CLASS 4: FINANCE AND ACCOUNTING

- I. FINANCE, ACCOUNTING, BUDGETS, AND FORECASTING (GUEST SPEAKER?)
 - A. Why care about finances? Isn't doing good enough?
 - B. Accounting-what and why
 - Different from bookkeeping
 - A/R, A/P, journals, ledgers
 - Cash vs. accrual
 - What is the goal?

- Chart of accounts
- C. Budgets
 - Again, why budget?
 - How to forecast
 - Types of forecasting
- D. Financial statements
 - Balance sheet
 - Income statement (P/L)
 - 10k
 - Sometimes, anything you want!
 - Ya gotta have 'em for IRS and grants
- E. And yet a little more on forecasting
 - Cutting bologna with a scalpel
 - What's good about it
 - And not so good about it
 - Non-traditional and humanistic forecasting
 - Where is forecasting headed?
 - What is the nature of the future? Can we even guess?
 - Never forget the internal environment

READING:

Donnelly, Gibson, & Ivancevich:
pp. 5-15 (syllabus)

HOMEWORK:

Complete the Kiersey-Bates

Letts, Ryan, & Grossman:
pp. 29-36 (syllabus)

CLASS 5: MANAGEMENT IN THE NON PROFIT WORLD

- I. PUBLIC, PRIVATE, NOT-FOR PROFIT: WHAT'S THE DIFFERENCE?
- II. PLAN, ORGANIZE, COMMAND, CO-ORDINATE, CONTROL, OR-GUESS, AD-HOC, PURSUADE, BEG, CAJOLE!
 - A. Styles of management
 - B. Managerial behaviors
 - C. Leadership vs. management
 - D. Charismatic leadership-The good, the bad, and the ugly.

READING:

Pappas:
Chapter 8 (syllabus)

HOMEWORK:

Hummel:
pp. 47-50 (syllabus)

Kirkpatrick:
pp. 21-26 (syllabus)

CLASS 6: ORGANIZATIONAL EFFECTIVENESS FOR NP ORGANIZATIONS

- I. CHARACTERISTICS OF EFFECTIVE, HIGH PERFORMING NON PROFIT ORGANIZATIONS
 - A. Mission-driven
 - B. Entrepreneurial
 - C. Sustainable
 - D. Outcome-oriented
 - E. Adaptable
 - F. Customer focused
- II. WAYS TO MEASURE ORGANIZATIONAL EFFECTIVENESS
 - A. Plan it right-Manage it right-Measure it right
 - B. Why it is sooooo crucial to grants
 - C. Types of evaluation
 - Benchmarking
 - Cost/benefit
 - ROI
 - Impact
 - Reaction
 - Learning
 - Behavior
 - Results

READING:	HOMEWORK:
Smith, Bucklin et al.:	Bring to class a copy of your placement
Chapter 11	organization's Volunteer Orientation
	Handbook (or similar) if available
	OR: Volunteer job description

CLASS 7: MID TERM

CLASS 8: HR AND VOLUNTEER MANAGEMENT

- I. IMPORTANCE OF HUMAN RESOURCE MANAGEMENT (THOSE THAT CAN'T DO...)
- II. STAFF ISSUES
 - A. Hiring
 - B. Job descriptions
 - C. Compensation
 - D. Performance appraisals
 - Praise in public, but...
 - Exit interviews
 - E. Policies and procedures

III. VOLUNTEER ISSUES

- A. The new volunteerism: Why do they do it?
- B. Three types of volunteers
 - Mass volunteers
 - Select volunteers
 - Key volunteers
- C. Stakeholder analysis
- D. The new volunteer paradigm

READING:	HOMEWORK:
Smith, Bucklin et al.:	Bring to class a copy of your placement
Chapter 2	organization's Trustee Handbook
	Handbook (or similar) if available
	OR: Board position description

CLASS 9: HR AND BOARD DEVELOPMENT

I. BOARDS AND BOARD DEVELOPMENT

- A. Why do we need boards?
- B. What they look like IDEALLY
- C. What they look like REALLY
- D. Responsibilities and duties
 - Mission development and policy making
 - Strategic planning
 - Fiscal and financial policies and responsibilities
 - Fund raising
 - Supervise and manage the Executive Director
- E. The "deadwood" problem
 - Limit term of office
 - Make attendance mandatory
 - Financial commitment
 - Formal evaluation, direct or 360⁰ evaluations
- F. Fiduciary responsibility

READING:	HOMEWORK:
Drucker:	Complete and bring to class the EAQ
Chapter 14 (syllabus)	
Bianchi:	
syllabus	

CLASS 10: ENTREPRENEURSHIP IN NON PROFIT ORGANIZATIONS

I. WHAT IS ENTREPREURSHIP?

II. WHAT IS IT LIKE IN THE NON PROFIT SECTOR?

III. EFFECTIVE ENTREPRENEURIAL BEHAVIORS

- A. Pursue opportunity
- B. Act with passion for a purpose
- C. Live proactively
- D. Leverage resources
- E. Create value
- F. Create-innovate-evaluate
- G. Why entrepreneurs are vital to the future success of non profits

IV. WHAT THE FUTURE LOOKS LIKE FOR NON PROFIT ORGANIZATIONS

V. EFFECTIVE PRESENTATION SKILLS

CLASS 11: PRESENTATIONS

CLASS 12: FINAL EXAM

Textbooks

Required

Smith, Bucklin, & Associates (1994). The complete guide to non-profit management.
New York: John Wiley & Sons, Inc.

Recommended

Pappas A. T. (1996). Reengineering your non-profit organization:
A guide to strategic transformation.
New York: John Wiley & Sons, Inc.