

Course: Leadership Scholars Seminar
Class Dates: Wednesday, June 10-July 22, 2009
Time: 5:45-7:15 pm

Class Syllabus

General Information

Professor: Kimberly Mullins
Office Hours: After class and by appointment

Course Goals

- To understand what it takes to be a leader in the nonprofit sector
- To develop soft & hard workplace skills
- To provide practical experience and application for nonprofit job market
- To review the many types of nonprofit jobs available to college graduates

Format

- Lectures
- Student interaction during class
- Leadership interview
- Dialogue on internship experiences & life lessons
- Textbook: *Begging for Change: The Dollars & Sense of Making Nonprofits Responsive, Efficient, and Rewarding for All* by Robert Egger and selected readings.
- Weekly homework & journal assignments

Grading

- Class participation (10%)
- Leader Interview (30%)
- Weekly journal assignments (30%)
- Final exam (30%)

Expectations

- Proper grammar and professional writing
- Knowledge of how to write a memo
- Knowledge of how to use bullets and headings in your writing
- Active class participation

Course Calendar

Week 1—Basic Overview

Introductions & overview of course
Leadership qualities
Overview of nonprofit job titles and salaries
Journal assignment (7 points):

- What three things do you think are critical to being a leader?
- What characteristics do you possess that you feel will help you reach your leadership goals?
- Who, in your opinion, is a true leader? Why?

Week 2—Starting a Nonprofit & Program Management

Starting a nonprofit—is it the right approach?
Community needs assessments
Managing programs
Journal assignment (7 points):

- What sector of the nonprofit market are you most interested in and why?
- Have you ever thought about starting a nonprofit? Knowing what you know now, how does it change your perception of new nonprofits?

Week 3—Fundraising

Fundraising methods & evaluation
Researching opportunities
Journal assignment (10 points):

- List the ways that your internship organization raises funds. How diversified is this list?
- Draft an imaginary memo to your supervisor outlining the ways that the organization could improve its fundraising. If the organization is large, pick one or two things area to target. What are the pros/cons? Cost vs. benefit? Timetable for action and return on investment (ROI)?

Week 4—Grant Writing & Evaluation

Role of foundations in nonprofit sector
Guidelines for evaluation
Journal assignment (7 points):

- You are half-way through your internship. What 5 things have you learned about yourself from the experience?
- From your experience so far, who do you consider to be your mentor or greatest sounding board? What two things have you learned from him/her?

Week 5—Marketing & Communications

Nonprofit marketing challenges
MarCom evaluation
Tips of the trade
Final exam distributed
Journal Assignment (10 points):

- You are a Marketing Manager for a small nonprofit that is doing a brand new special event. Pick the special event, create a checklist of things that you would do for promotion, and identify the budget. Draft a formal media advisory for the event (a sample advisory is posted on the ftp site). The media advisory should be on a separate sheet of paper from the checklist.

Week 6— Volunteer Resource Management

Recruiting volunteers
Elements of volunteer resource management
Volunteer evaluation
Journal assignment (7 points):

- In your opinion, what are the three most important rules (pick one from each listing) from “Robert’s Rules...” and why?
 - Nonprofits
 - Businesses
 - Volunteers and Donors
- Why do you volunteer? In ten years, what kind of volunteer will you be?
- Upon finishing *Begging for Change*, what thoughts are you left with? Do you agree or disagree with Robert Egger’s vision? What is the one question that you want to ask him when you meet him?

Week 7—Course Wrap-up

Discussion with Robert Egger, author of *Begging for Change*
 Leader checklist
 Scenario discussion
 Final exam due

Leadership Project

General Overview

Contact one of the “2008 Power & Influencers” and interview them on leadership. The list may be found at <http://www.nptimes.com/08Aug/080801%20SpecRep.pdf>.

Provide a quick biography. Ask them:

- What qualities they think are most important for leadership
- Given the recession, what new challenges are you facing? What things have you had to learn to better address the economic effects on your organization?
- Your own question(s)

Presentation

- 5 minutes in length
- Quick biography
- Answers to questions
- Share any notes/surprises in your research or interview

Paper

- List sources used (at least 3)

Course Policies

Class attendance and participation is mandatory. Absences must be arranged and approved in advance. Assignments and topics mentioned in this syllabus are subject to change. Homework must be turned in by the beginning of class on its due date either via email or in person. All student work is based on Georgetown University’s Honor Code.

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Group Projects

Week 2—Nonprofit Management

The American Red Cross (ARC) has experienced dramatic CEO turnover recently. What is behind this turnover and how does it affect ARC's:

- Reputation and brand
- Program management & efficiency
- Staff morale
- Major fundraising initiatives

Week 3—Fundraising

There are many examples of nonprofits misappropriating major gifts by donors. Share some examples where the donor made a public display of the misuse.

- What was the result and how would you handle these types of situations?
- What kinds of fundraising practices aren't ethical? Give examples.

Week 4—Grantwriting & Evaluation

The Microsoft Foundation and many other large foundations/people (like Oprah) are making major investments in philanthropy and solving global crises. Share examples of where there is dramatic improvement resulting from these major grants and where things are languishing.

- Why doesn't money alone solve global issues?
- How can grants be better spent?
- What foundations are doing a good job evaluating their ROI?

Week 5—MarComm

Some nonprofits are using "cause marketing" as a bridge to greater support from big business. When are these relationships good and when do they run off track?

- Examine Johnson & Johnson's lawsuit against the American Red Cross
- What is your opinion on the future of cause marketing?
- Do you think that it's good or bad?

Week 6—Volunteer Resource Management

Virtual volunteering is gaining popularity. Is this a good or bad thing?

- How do you effectively manage a virtual volunteer?
- What is Second Life, how does it impact the future of volunteering, philanthropy?
- Does virtual volunteering or Second Life detract from the benefits of physical volunteering? Is the trade off worth it?

Week 7—Nonprofit Leadership

Should a nonprofit be run like a business? Some argue that there are too many nonprofits and the sector would be better off if there was more accountability, greater competition and incentives for mergers/acquisition.

- Do too many nonprofits hinder or support community need?
- What types of leaders are needed to effectively manage a progressive nonprofit?