

University of California at Santa Barbara

Bren School of Environmental Science and Management

Strategic Planning for Nonprofit Ventures ESM 230, Spring 2013

Class: W 8:30-11:00 pm (Bren Hall 1520)

Instructor: Emily (Chan) Cotter
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Course Description

ESM 230 is an introductory course on social entrepreneurship for students interested in launching or managing a mission-driven organization that addresses the needs of society. This course is primarily focused on nonprofit organizations and nonprofits with a mission-related enterprise. As a founder and/or executive director, how do you build a solid foundation for your organization's long-term success? Topics include stakeholder analysis, the mission statement, strategic objectives and goals, board development, fiscal management and fundraising/self-funding.

During this course, students will gain an understanding of what is necessary for success/growth of a nonprofit venture. Working on a team, students will identify and explore a genuine need in society and propose the creation of a new mission-oriented organization that addresses that need. This course examines the impact and imprint of the founder/executive director and the development of a strategy that can sustain the organization's mission.

Through a weekly speaker series, students will learn through the eyes of several nonprofit founders, executive directors and/or board members. Guest speakers will present the students with "live" case studies in non-profit management. Each week, one speaker will visit the classroom and talk about the (environmental) non-profit organization that they oversee, the organization's mission/program activities and any challenges/opportunities they are currently facing.

Required Reading

Harvard Cases

Cases are listed in the schedule below. See course entitled "Strategic Planning for Nonprofit Ventures" (ESM 230, Spring 2013)" on Harvard Business Publishing site at:

<https://cb.hbsp.harvard.edu/cbmp/access/19098853>

All the cases are listed under the Harvard course entitled "Strategic Planning for Nonprofit Ventures" (ESM 230, Spring 2013)." Each Harvard Case costs \$3.95. The total cost for the coursepack is \$47.40 (paid directly to Harvard Business Publishing).

All other required reading will be made available via download on GauchoSpace.

Online Resources

Students should register for an account with GuideStar (guidestar.org). There is no charge to register and search the GuideStar database for basic nonprofit information, including IRS Form 990 filings.

Attendance and Participation

Students are expected to attend every class. Attendance and participation represent 25% of your grade (250 points). Participation is evaluated in a number of ways. Obviously, participation is correlated with attendance. It is impossible to earn participation points if a student is not in class. Students remain responsible for submitting work due even if absent. Students should e-mail the instructor prior to any missed class. Students remain responsible for the material covered and assignments given during an absence and are to discern this information from their peers.

Attendance at all class sessions is critical to the learning process and the participation component of the course. Entrepreneurship is a collaborative and interactive process. Entrepreneurs find opportunities, adapt, and improve themselves by listening and learning from others. Please come to class prepared to participate in the day's activities.

Guest Speakers

We will have several guest speakers during this quarter who are founders, executive directors and/or board members of nonprofit organizations. The guest speaker series is one of the most valuable aspects of this course and should not be missed. Each week, we plan to have a speaker during the second half of class (i.e., 10:00-11:00 am). **Arriving late or leaving early is not acceptable.**

To prepare for guest speakers, be sure to visit the websites of their organizations. Students are encouraged to download and review each organization's latest Form 990, which should be available online through GuideStar.

Students will be evaluated on their interaction with the guest speakers (during Q&A sessions) through the participation portion of the class grade.

Confidentiality Policy

Throughout the Eco-Entrepreneurship program, students will be exposed to proprietary information from other students, guest lecturers and faculty. All such information is to be treated as confidential. By enrolling in and taking part in the Eco-Entrepreneurship program's classes and activities, students agree not to disclose this information to any third parties without specific written permission from students, guest lecturers or faculty, as applicable. Students further agree not to utilize any such proprietary information for their own personal commercial advantage or for the commercial advantage of any third party.

In addition, students agree that any legal or consulting advice provided without direct fee and in an academic setting will not be relied upon without the enlisted opinion of an outside attorney or consultant, in each case without affiliation to the Eco-Entrepreneurship program.

Receipt of this policy and registration in this class is evidence that you understand this policy and will abide by it.

Assignments and Grading

All assignments must be turned in on time. Assignments will be submitted in soft copy format on GauchoSpace, unless otherwise instructed. All assignments submitted on GauchoSpace should use the following file format:

Team Assignment

ESM 230 Spring 2013 (Assignment Name)_(Team Name)

Example: ESM 230 Spring 2013 Team Project Outline_Green Gauchos

Individual Assignment

ESM 230 Spring 2013 (Assignment Name)_(Last Name)

Example: ESM 230 Spring 2013 Reflection Paper_Cotter

The deadline is at the beginning of class (i.e., 8:30 am) on the due date listed for each assignment. If class is not held on the date an assignment is due, the deadline is still at 8:30 am (unless otherwise noted). Assignments submitted after the deadline but within 24 hours will lose 5% of the total points; after that, an additional 5% for each day that the assignment is late.

	Individual Contribution	Team Contribution
Participation <ul style="list-style-type: none">• Attendance• In-Class Discussions• Q&A Participation with Guest Speakers• Team Updates	250 points (25%)	
Student Profile Questionnaire	50 points (5%)	
Nonprofit Venture Project:		
Proposal Presentation		100 points (10%)
Founding Board Presentation		300 points (30%)
Board Member Participation	100 points (10%)	
Reflection Paper	200 points (20%)	
	600 points (60%)	400 points (40%)

TOTAL 1,000 points (100%)

Description of Course Assignments

Student Profile Questionnaire

The purpose of this survey is to provide the instructor and your classmates with some insights about your background and help in the formation of compatible teams for the nonprofit venture project. A survey link will be posted on GauchoSpace. The online survey must be completed by 8:30 AM on 4/3/13.

Nonprofit Venture Project – Proposal Presentation

Each team will prepare a presentation introducing the team members and a working team name, describing the objective of the team and what brought the team together. This presentation should include a timeline and methodology for how the team plans to research the need to be addressed by the proposed organization and to develop the required components of the proposed Nonprofit Venture Project. A soft copy must be uploaded onto GauchoSpace by 8:00 AM on 4/24/13.

Nonprofit Venture Project – Founding Board Presentation

This is the major project for the class and will demonstrate your ability to analyze the need to be addressed by your proposed organization, identify your mission, develop a board, create a budget and propose a plan for funding operations. The project will be conducted in teams of three to five students. A separate document regarding the details of the final project, presentation and grading sheet will be posted on GauchoSpace. The Founding Board Presentation will account for 30% of your grade (max. 300 points). These points will be the same for each team member. A soft copy of the presentation must be uploaded onto GauchoSpace by 8:00 AM on 6/5/13.

In addition, 10% of your grade (max. 100 points) will depend on your individual participation as a founding Board Member, during the Q&A session of another team's presentation. Each team will have another team assigned as the founding Board Members (i.e., the audience).

Reflection Paper

According to one of the fathers of management/organization theory, Henry Mintzberg, the primary purpose of the university is to encourage reflection on what you have learned and how that learning might apply to your life and career. In this spirit, one of the assignments in this course is a reflection paper, to be completed at the end of the course. In writing the paper, think back to the guest speakers and discuss what you learned from each speaker. Highlight the guest speakers and the specific insights that impressed or influenced you most.

In this paper, you should also provide self-reflection on questions such as: How has the course influenced your personal or career goals? Have your thinking, attitudes, motivations changed? What has surprised you? What have been the most important learnings for you? Will you become a social entrepreneur? Why/why not? Feel free to address any other self-reflective questions as well.

There is no page limit. As a rough guideline, 1,500-2,000 words is an appropriate length (roughly 3 pages, single-spaced). Reflection papers will be graded as: "Exceptional; clearly above average; includes deep, personal reflection" – 200 points; "Thoughtfully completed; average" – 170 points; "Not thoughtfully completed" – 100 points.

A soft copy must be uploaded onto GauchoSpace by 6/12/13.

Course Schedule

Session	Class Date	Class Topic	Guest Speaker (10:00-11:00 AM)	Assignments/Readings
1	Wed 4/3/13	Course Overview Nonprofit Ventures and Social Entrepreneurship	Student Networking Session for Team Formation	Student Profile Questionnaire Due Note on the Nonprofit Sector (Harvard Case #308033) Social Enterprise: Private Initiatives for the Common Good (Harvard Case #395116) Social Entrepreneurship-The Case for Definition For Love or Lucre The For-Benefit Enterprise (Harvard Case #R1111F) In Search of the Hybrid Ideal
2	Wed 4/10/13	Strategic Planning Overview Vision, Mission and Core Values	Bill Strong Co-Founder/Director, Gwendolyn Strong Foundation (theGSF) thegsf.org	Develop the Strategy: The Starting Point for Strategy Execution (Harvard Case #7685BC) The Strategic Plan is Dead. Long Live Strategy.
3	Wed 4/17/13	Stakeholder Analysis and Program Strategy Case Study: Habitat for Humanity	Jeff Kuyper Founder/Executive Director, Los Padres ForestWatch (ForestWatch) lpfw.org	Design Thinking for Social Innovation Disruptive Innovation for Social Change (Harvard Case #R0612E) Habitat for Humanity International (Harvard Case #694038)
4	Wed 4/24/13	Nonprofit Venture Project: Proposal Presentations		Proposal Presentation Due by 8:00 AM
	Thu 4/30/13 12:00-1:00 PM Dial-in: (646) 652-2626	"Opportunities & Challenges Faced by Hybrid Organizations" In partnership with the MIT Enterprise Forum of the Central Coast, Spiranomics presents featured guest speaker, Julie Batillana, Associate Professor of Business Administration and Martin Bower Fellow at Harvard Business School. Along with Matthew Lee, doctoral candidate in management at HBS, Julie will discuss the opportunities and challenges faced by hybrid organizations.		In Search of the Hybrid Ideal http://www.ssireview.org/articles/entry/in_search_of_the_hybrid_ideal <i>Note: A hybrid organization is one that produces both social value and commercial revenue through a single, unified strategy.</i>
5	Wed 5/1/13	Funding Models and Sources of Financing Case Study: Acumen Fund and Embrace	Geoff Green Executive Director, The Fund for Santa Barbara fundforsantabarbara.org	10 Nonprofit Funding Models Sources of Financing for New Nonprofit Ventures (Harvard Case #391097) A New Approach to Funding Social Enterprises Nothing Ventured Nothing Gained Acumen Fund and Embrace: From the Leading Edge of Social Venture Investing (Harvard Case #SM191)

Session	Class Date	Class Topic	Guest Speaker (10:00-11:00 AM)	Assignments/Readings
6	Wed 5/8/13	Partnerships and Strategic Alliances Case Study: KaBOOM!	Tanya Heravian Director of Operations, Sprout Up sproutup.org	Social Alliances: Company/Nonprofit Collaboration (Harvard Case #CMR298) KaBOOM! (Harvard Case #303025)
7	Wed 5/15/13	Board Development	Kira Redmond Executive Director, Santa Barbara Channelkeeper sbck.org	10 Responsibilities of Nonprofit Boards Increasing Civic Reach Working on Nonprofit Boards: Don't Assume the Shoe Fits (Harvard Case #99608)
8	Wed 5/22/13	Program Budgeting	Caitlin Carlson Project Director, COAST coast-santabarbara.org	Program Budgeting Works in Nonprofit Institutions (Harvard Case #71510)
9	Wed 5/29/13	Measuring Success (9:45-11:00 AM)	Dan Fontaine (8:30-9:30 AM) Executive Director, Wilderness Youth Project wyp.org	Measuring what matters in nonprofits
10	Wed 6/5/13	Nonprofit Venture Project – Founding Board Presentation Submit a soft copy of presentation on GauchoSpace by 8:00 AM.		
	Wed 6/12/13	NO CLASS	Reflection Paper Due	