

Wheelock College
Masters of Science in Organizational Leadership
Entrepreneurship for Nonprofits
Second Half of Resource Development for Nonprofits

Spring 2011
5:30 PM – 8:00 PM, Thursdays
March 17, 2011 through April 28, 2011

Syllabus

Rita Fuerst Adams, CFRE
Adjunct Professor
Office: 617.268.4960
Cell: 617.947.9668
rita@ritast.com

Text: *Venture Forth!*
The Essential Guide to Starting a Moneymaking Business in Your Nonprofit Organization
Rolfe Larson

Goal:

Students will learn how to –

- Determine whether or not earned income opportunities complement the organization’s mission.
- Evaluate earned income opportunities for potential market and success.
- Assess resources needed for earned income opportunities.
- Analyze advantages and disadvantages of earned income opportunities.

Grading Criteria:

Class Participation:

Minimum – Behavior in class discussions and group activities should be responsible, should exhibit open communication, be constructive, and helpful.

Mastery – Classroom behavior should exhibit very focused activity and thought on the subject at hand, be motivated, and assist in the discovery of new insights and relationships concerning the subject of discussion.

Reading Assignments:

Minimum - Completed

Mastery – Completed and ready to ask questions.

Interview Conducted:

Minimum – Interview completed, report of interview completed, and presented to class.

Mastery – Interview completed, report of interview demonstrates integration into class discussion, and presented to class with interpretation of information gathered.

Grade A represents the best work of the student accomplished in a professional manner.

Grade B represents standard participation.

| Week & Date | Class Topics, Readings, and Assignments |
|--------------------------|---|
| Week 1 March 17, 2011 | <p>Class Topics:</p> <p>Sources of income for nonprofits Standard ratios by type of charitable and philanthropic organization</p> <p>Sources of Earned Income: Fees for services, Admissions Ticket sales, Tuition</p> <p>Entrepreneurial Opportunities: Royalties Patents, licenses Copyrights Sales of items with logo Rental space Restaurants or cafeterias Gift shops Online shopping</p> <p>Capstone Projects: Q&A</p> <p>Text Readings:</p> <p>Assignments:</p> |

Week 2
March 24, 2011

Class Topics:

Advantages

- Independence and self-reliance
- Public image
- New skills for staff

Disadvantages

- Risk
- Lead time to return on investment
- New staff or training for existing staff
- UBIT
- Potential clash with charitable purpose
- Time

Interviews: Discuss, plan, and schedule interviews with charitable organizations regarding earned income. Write questions together in class.

Capstone Projects: Q&A

Text Readings:

Introduction, pages 1 - 4

Chapter One: Venture Development Overview, pages 5 – 18

Assignments: Start work on interview assigned.

Week 3
March 31, 2011

Class Topics:

Feasibility and Business Plan

- Market
- Demand
- Capital
- Pricing
- Facilities
- Staff talents
- Potential for profit
- Financial risk
- Competition
- Competitive advantage
- Fit with your organization

Interviews: Continue working on questions regarding earned income and the schedule of interviews with charitable organizations.

Capstone Projects: Q&A

Text Readings:

Chapter Two: Prospecting for Ventures, pages 19 – 50

Assignments: Continue work on interview assigned.

Week 4
April 7, 2011

Class Topics:

Feasibility and Business Plan

- Market
- Demand
- Capital
- Pricing
- Facilities
- Staff talents
- Potential for profit
- Financial risk
- Competition
- Competitive advantage
- Fit with your organization

Interviews: Continue working on questions regarding earned income and the schedule of interviews with charitable organizations.

Capstone Projects: Q&A

Text Readings:

Chapter Three: Testing the Feasibility of Your Venture Ideas, pages 51 – 123 – **Complete by week 5**

Assignments: Continue work on interview assigned.

| | |
|----------------------------------|---|
| <p>Week 5 April 14, 2011</p> | <p>Class Topics:</p> <p>Feasibility and Business Plan</p> <ul style="list-style-type: none"> Market Demand Capital Pricing Facilities Staff talents Potential for profit Financial risk Competition Competitive advantage Fit with your organization <p>Interviews: Continue working on questions regarding earned income and the schedule of interviews with charitable organizations.</p> <p>Capstone Projects: Q&A</p> <p>Text Readings: Chapter Three: Testing the Feasibility of Your Venture Ideas, pages 51 – 123 – Complete by week 5</p> <p>Assignments: Continue work on interview assigned.</p> |
| <p>Week 6 April 21, 2011</p> | <p>Class Topics:</p> <p>Legal and Regulatory Issues</p> <ul style="list-style-type: none"> Internal Revenue Service UBIT Sales tax Vendor license and other local regulations Subsidiary for-profit corporation <p>Interviews: Continue working on questions regarding earned income and the schedule of interviews with charitable organizations.</p> <p>Text Readings: Chapter Four: Business Planning, pages 123 – 153 Conclusion, pages 155 – 157</p> <p>Assignments: Continue work on interview assigned.</p> |

Week 7
April 28, 2011

Class Topics:

Pitfalls and Lessons Learned from Others

Difference between social entrepreneurship and helping nonprofits become entrepreneurial.

Students present reports of interviews conducted both orally to the class and in writing.

Text Readings:

Assignments: Interviews completed and presented.