Course Description
The purpose of this study is to assist students in (a) understanding and assessing the organizational structure, operation, and management of faith-based non-profits, (b) gaining an awareness of how faith-based non-profits go about the tasks of effective fundraising and grantwriting, and (c) designing and writing a workable program strategy, organizational and strategic plan, and grant proposal.

Required Reading
Students will be required to read the following texts plus two other self-selected texts from among the choices in the bibliography. At least one of the two self-selected texts must focus on religious or faith-based non-profits.

Bryson, John M. and Farnum K. Alston

Clifton, Robert L. and Alan M. Dahms

Esau, Jill C.

Flanagan, Joan

Miner, Lynn E. and Jerry Griffith

Reading Response Paper
For the one self-chosen text, a reading response paper will be required. The paper should be divided into two parts as follows: (1) first, in no more than half of your paper, briefly summarize what you understand the author to be saying. A successful paper at this point is one that is able to introduce the breadth of the reading material in a concise and integrated way. (2) Second, in the remaining half of the paper, provide a critical analysis of what you understand the author to be saying. Here you should raise questions, express points of agreement and disagreement, analyze and evaluate the argument, and make application to our course objectives and/or your own research project. The paper should be neatly typed, 5-8 pages long, 12 point standard font, and double-spaced.

Organizational Review
A central area of instruction in this class will be the process of creating a 501(c)(3) non-profit corporation. Some of the many topics covered are bylaws, articles of incorporation, board development, board-staff relations, non-profit status, federal laws, lobbying, marketing, management structure, personnel and financial policies, committees, dissolution, mission statements, types of non-profits, budgeting, compensation,
strategic planning, and volunteers. In tandem with the instruction, students will be asked early in the semester to select a faith-based non-profit organization in the greater Boston area and to conduct a brief “audit,” or review of that organization. The organizational review is designed to introduce the student (in a “hands-on” way) to the kinds of documents and structures required for the legal and healthy functioning of non-profit organizations. The review also includes interviews with at least one each of the organization’s management, board, staff, and clients.

Critical to the instruction in this area is the relation of “faith” to “organization.” Questions of how religious aims and mission relate to non-profit functioning as well as differences between faith-based non-profit corporations and “churches” will be explored.

**Program Strategy**

As preparation for the grant proposal and as a means to understanding effective program planning, implementation, and evaluation, students will be asked to write a strategic plan for one specific program in the organization they are working with. Instruction will be offered on the nature and development of a program strategy within the broader context of strategic planning more generally.

**Grant Proposal**

It is the intent of this course that every student would be able as a final by-product to write a fundable grant proposal. The organizational review and strategic plan are stepping stones to that end. Considerable attention is provided in class on fundraising strategies and sources, and detailed instruction is devoted to grant proposal writing, including especially the incorporation of the program strategy (above) into that proposal.

**Class Attendance**

Students are expected to meet on assigned days with the professor. Students will be expected to be prepared ahead of time with reading and assignments for these sessions.

**Grading**

Final course grades will be calculated on the following basis:

- 25% - Organizational Review
- 25% - Program Strategy
- 25% - Grant Proposal
- 25% - Required Reading of all texts plus reading response paper on book of student’s choice

**Course Schedule and Due Dates**

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<thead>
<tr>
<th>Topic</th>
<th>Assignment</th>
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| 18 January | Introduction  
Organizational topics: 501(c)(3) code, articles of incorporation, tax exemption, bylaws, mission statements, types of non-profits, membership, regulation |
| 25 January | Conducting an Organizational Review  
Organizational topics: Board of directors, board-staff relations, executive management, committees, staffing, volunteers, start-up |
| 1 February | Faith-Based Organizations, church-state issues,  
U.S. Faith-Based and Community Initiatives  
Community-building, service, and ministry | Read first half of Clifton |
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<tr>
<th>Date</th>
<th>Event</th>
<th>Reading Assignment</th>
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<tbody>
<tr>
<td>8 February</td>
<td>Legal Issues, conflict of interest, fraud and abuse, lobbying, political action</td>
<td>Read second half of Clifton</td>
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<tr>
<td>15 February</td>
<td>Site visit</td>
<td>Organizational Review is due</td>
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<tr>
<td>22 February</td>
<td>Accounting, audits, internal controls, budget and finance, risk management, policies,</td>
<td>Read Bryson and Alston</td>
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<tr>
<td>1 March</td>
<td>Strategic Planning, writing a program strategy</td>
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<tr>
<td>15 March</td>
<td>Fundraising – Private, Corporations, Foundations, Direct mail, In-kind giving, events</td>
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<tr>
<td>22 March</td>
<td>Fundraising – Public Money, Federated Giving Earned income</td>
<td>Program Strategy is due</td>
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<tr>
<td>29 March</td>
<td>Grants and Grant-writing</td>
<td>Read Miner and Flanagan</td>
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<td>5 April</td>
<td>In-class review of grant proposals with visiting program officer</td>
<td>Grant Proposal is due</td>
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<tr>
<td>12 April</td>
<td>Site visit</td>
<td>Reading Response paper on self-chosen book is due</td>
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<tr>
<td>26 April</td>
<td>Wrap-up session</td>
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**Bibliography**

Bassett, William.

Bozeman, Barry

Bryson, John M.

Bryson, John M. and Farnum K. Alston

Carlson, Mim

Clemetson, Robert A. and Roger Coates

Clifton, Robert L. and Alan M. Dahms

Dudley, Carl S.
Engstrom, Ted W. and Edward R. Dayton

Flanagan, Joan

Freedman, Samuel G.

Hall, Peter Dobkin

Herman, Robert D., and Associates

Hopkins, Bruce

Kelly, Dean M

Kretzmann, John P. and John L. McKnight

Linthicum, Robert
1990 Empowering the Poor. Monrovia: MARC.

Miller, Kenneth R. and Mary Elizabeth Wilson

Miner, Lynn E. and Jerry Griffith

Perkins, John M.

Pierce, Gregory F. Augustine
Queen II, Edward L. (Ed.)
2000  

Rhodenbaugh, Thomas.


Stone, Bryan P.
1996  
*Compassionate Ministry: Theological Foundations.* Maryknoll: Orbis.

Warren, Rochelle B. and Donald I.
1977  