

Group Project Assignment

My teaching philosophy is experiential education. Research shows that 70% of learning is done by experiencing challenging assignments and on-the-job learning (Lombardo & Eichinger, 2000). This is why I have experiential projects in all my classes. My research on this topic can be found [here](#) and [here](#).

Using the book *Nonprofit Sustainability: Making Strategic Decisions for Financial Viability* by Jeanne Bell, Jan Masaoka and Steve Zimmerman, teams will obtain detailed financial information about a nonprofit organization in order to create a Business Model.

A business model is [how an organization generates and allocates revenue to accomplish its mission and remain financially viable](#). The Matrix Map represents a visual depiction of an organization's business model with every activity mapped on both mission impact and financial profitability. In doing so, you can see how your activities inter-relate and make decisions to strengthen not only individual activities, but the organization as a whole.

The project will be graded based on:

Business Model Plan	Due	% of Grade
Organizational Consent Letter	2/6	Credit
Matrix Map	2/27	10%
Business Model Statement	3/20	5%
Matrix Map Shift	4/3	10%
Presentation	4/17	10%

If your team needs help finding an organization please email Dr. Carpenter ASAP and she will assist you.

Consent Letter & Student Projects Guidebook

Before embarking on this project please read the student projects guidebook that provides best practices for working with organizations. The guidebook can be found in **Blackboard>Begin Here>Group Projects**. Your group will then need to personalize the organizational consent letter and then submit it to the organization you want to work with for your group project. I realize that many of you have busy schedules, work full-time and have families. The wonderful thing about modern technology is you can schedule in-person OR virtual meetings with your team via google hangout. The library provides great workspaces for teams as well. You can designate one person to meet with the organizational representative and then bring in the other team members in virtually. I encourage you to be accommodating to the organization and make meeting arrangements that work for all individual team members – be creative. A meeting time/date discussion should happen early with the organization as well. You also need to pick an organization that will allow you access to their financial information – not just their 990 and/or audit.

You will need to gather detail about specific programmatic and operational income and expenses. I will caution you right now, gaining access to the information will be the most difficult part of the assignment.

Matrix Map, Business Model Statement and Matrix Map Shift:

Students will use Bell, Ch. 6 as a guide for creating the matrix map and Ch. 7, 8, 9 for creating the matrix map shift a.k.a the morphing map.

Each paper should be cohesive, well structured, logically flow and be easy to understand. Therefore, fulfilling the content requirements alone will not be enough, and poorly written or sloppy papers will be graded lower regardless of content. All references must be cited in the body of the paper and in a reference page. You may reference some of the course readings; however you must also incorporate six outside sources other than course readings. These outside references can be articles that were found on the web.

- Each paper should specifically follow APA format:
 - Abstract
 - Introduction
 - Method (Data Collected – e.g. explain the information you gathered to create the matrix map, such as your group reviewed financial statements, interviewed staff members, etc.) Also explain how the information that your group collected informed the creation of the matrix map.
 - Results (the matrix map). Describe in detail each business line, its impact and its profitability.
 - Discussion & Conclusion (Describe which business lines will need to be addressed in the matrix map shift and why).
 - References

The matrix map assignment should be 10-15 double-spaced pages. In summary the paper will be an explanation of the business lines of the nonprofit and the mission impact and profitability of each mission line.

The business model statement should be 5-7 double-spaced pages. The methods will be summarized briefly and the majority of the paper will be spent on results and discussion. The results section will include the new business model statement and the discussion section will include how the business model statement is similar and different than the mission statement of the organization. In summary, the paper will compare and contrast the business model statement to the mission statement of the organization.

The matrix map shift should be 5-10 double-spaced pages. The methods will be briefly summarized and the majority of the paper will be spent on results and discussion. In summary, the paper will explain where the organization needs to be with its impact and profitability as well as discuss which business lines need to shift. The matrix map shift should also discuss the organizational resources needed to achieve matrix map shift.

Final Screencast Presentation:

The final screencast presentation will be 10-12 minutes long and summarize the information your team gathered throughout the semester. After student teams complete entire group project, it is important to explain the work in a final presentation.

The presentation should be prepared to given to the board of directors of the organization. Spelling errors, grammatical mistakes, typographical errors, etc. will lead to a reduced grade.

Provide a 1 minute or less overview of the organization during your screencast and the rest of the presentation on the matrix map, business model statement and matrix map shift.

Jing is a free screencast provider. They limit screencasts to 5 minutes so you will need to create 2-3 separate screencasts. <http://www.techsmith.com/download/jing/>
<http://www.screencast.com/users/Training/folders/Training/media/a920188f-b764-428b-9d2e-3bcdddbf5699>

You will then upload your screencasts to screencast.com and post the links to the screencast into blackboard.