



OL 665 Final Project Guidelines and Rubric

Overview

Not-for-profit organizations represent a significant hiring pool for new graduates in the United States. The absence of a monetary profit goal is what defines not-for-profit organizations. Typically, the not-for-profit organization exists to provide a public benefit. Not-for-profit organizations exist across industries like education, healthcare, development, and environmental work. Examples of not-for-profit organizations include Doctors Without Borders, the American Red Cross, Teach for America, and the World Food Program.

Not-for-profit organizations require leaders who can manage them as businesses while understanding the needs of the communities they serve. Inspirational leaders can help not-for-profit organizations achieve their missions and reach their altruistic goals. In addition, good communication practices promote positive public relations and attract supporters.

For this project, you will conduct a strategic analysis of a not-for-profit organization of your choice. This project will help you develop the critical skills necessary for leadership and management careers in the not-for-profit business sector.

To conduct your analysis, you will:

- Identify key financial considerations,
- Explore unique public relations considerations,
- Consider issues of sustainability within organizations with a not-for-profit designation.

Your work on this project will increase your versatility as a leader and improve your appeal as a potential employee within the not-for-profit business sector. You will critically evaluate factors that contribute to the overall success of a not-for-profit organization. The final product will demonstrate your competency.

The project is divided into **three milestones**. You will submit each milestone at various points throughout the course to scaffold learning and ensure the quality of your final submission. You will submit these milestones in **Modules Three, Five, and Seven**. You will submit the final product in **Module Nine**. Remember that your final submission will have a conclusion that summarizes the milestone work in a closing section.

In this assignment, you will demonstrate your mastery of the following course outcomes:

- Evaluate management strategies and organizational structures of not-for-profit organizations for their effectiveness in managing boards, volunteers, and staff
- Analyze communication strategies used by not-for-profit organizations for how they advance shared values, attitudes, and goals with all stakeholders
- Analyze resource and budgetary considerations within not-for-profit organizations for determining potential challenges to financial operations
- Analyze ethical considerations within not-for-profit entities for their impact on public image
- Evaluate how operational strengths and weaknesses of not-for-profit organizations impact their long-term sustainability

Prompt

For this project, you will choose a not-for-profit organization and develop a strategic analysis. Note that you must choose a 501(c)(3) organization. You will report on key areas of the organization and evaluate each one for how well it contributes to the organization's sustainability. Use the following question to guide your strategic analysis: How well is your chosen not-for-profit organization operating to ensure its continued sustainability?

Specifically, address the following **critical elements**:

I. **Introduction:** Introduce your chosen organization. Include background information relevant to communicating your strategic analysis. Consider when, where, and how the organization was founded.

II. Analysis

A. Leadership:

1. Discuss the specific **board structure** of your chosen organization, including the benefits of this structure.
2. Discuss the current **management strategies** for recruiting, using, and retaining human capital, including to what extent a succession plan is in place.
3. Evaluate the current **leadership strategies** and organizational structure for strengths and weaknesses in managing boards, volunteers, and staff.

B. Communications:

1. Discuss the organization's current **communication strategies** internal and external, for promoting the organization's shared values.
2. Discuss the organization's **public relations** strategies and specific branding techniques.
3. Evaluate the current communication strategies for opportunities for **advancing the goals** of the organization both internally and externally.

C. Finances:

1. Discuss the organization's current **budgetary resources, structure, and responsibilities**.
2. Discuss the organization's current **fundraising campaigns, grant possibilities, and planned giving opportunities** and their impact on the overall budget.
3. Determine potential challenges to the organization's financial operation based on your analysis of its overall **financial management**.

D. Ethics:

1. Discuss the organization's handling of **budget and fundraising transparency**, specifically regarding its adherence to established codes, principles, and ethics of the industry.
2. Discuss **ethical considerations** the organization faces related to conflict of interest, privacy, and compensation.
3. Evaluate the impact of the organization's ethical practices on its **public image**.

III. Evaluation

A. Summarize the most significant **strengths and weaknesses** of the not-for-profit organization.

B. Evaluate the organization's long-term **sustainability** under the current operational strategies, considering how the major strengths and weaknesses of this organization factor into its sustainability.

IV. **Conclusion:** Summarize your position on the organization's long-term sustainability, including suggestions for the organization to support future sustainability. Support each suggestion with your rationale.

Milestones

Milestone One: Organizational Profile

In **Module Three**, you will develop a detailed profile of the not-for-profit organization on which you will perform your strategic analysis. **This milestone will be graded with the Milestone One Rubric.**

Milestone Two: Leadership and Communication

In **Module Five**, you will analyze the leadership strategies and communication practices of the not-for-profit organization on which you will perform your strategic analysis. **This milestone will be graded with the Milestone Two Rubric.**

Milestone Three: Financial Management and Ethics

In **Module Seven**, you will analyze the financial management and ethical practices of the not-for-profit organization on which you will perform your strategic analysis. **This milestone will be graded with the Milestone Three Rubric.**

Final Submission: Strategic Analysis of a Not-for-Profit Organization

In **Module Nine**, you will submit your final project. It should be a complete, polished artifact containing all of the critical elements of the final product. It should incorporate feedback gained throughout the course. Conclude your plan by applying what you have learned during the project. **This submission will be graded with the Final Project Rubric.**

What to Submit

Your strategic analysis should be 10–12 pages (not including the title page or references) with double spacing, 12-point Times New Roman font, one-inch margins, and APA formatting.

Final Project Rubric

Criteria	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
Introduction	Meets "Proficient" criteria, and introduction demonstrates a sophisticated awareness of the details that contribute to communicating the strategic analysis	Introduces chosen organization, including all necessary background information relevant to communicating the strategic analysis	Introduces chosen organization, including all necessary background information relevant to communicating the strategic analysis, but introduction is cursory	Does not introduce chosen organization	5

Criteria	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
Leadership: Board Structure	Meets "Proficient" criteria, and discussion demonstrates a sophisticated awareness of the nuances of board types within not-for-profit organizations	Discusses the specific board structure present in chosen organization, including the benefits of this structure	Discusses the specific board structure present in chosen organization, but discussion is cursory, contains inaccuracies, or does not include benefits	Does not discuss the specific board structure present in chosen organization	6
Leadership: Management Strategies	Meets "Proficient" criteria, and discussion demonstrates a complex grasp of personnel management strategies	Discusses the current management strategies for recruiting, using, and retaining human capital, including to what extent a succession plan is in place	Discusses the current management strategies for recruiting, using, and retaining human capital, including to what extent a succession plan is in place, but discussion is cursory or contains inaccuracies	Does not discuss the current management strategies for recruiting, using, and retaining human capital	6
Leadership: Leadership Strategies	Meets "Proficient" criteria, and evaluation demonstrates nuanced understanding of how leadership strategies and organizational structure influence managing boards, volunteers, and staff	Evaluates the current leadership strategies and organizational structure for strengths and weaknesses in managing boards, volunteers, and staff	Evaluates the current leadership strategies and organizational structure but evaluation is cursory or contains inaccuracies	Does not evaluate the current leadership strategies and organizational structure	6
Communications: Communication Strategies	Meets "Proficient" criteria, and discussion demonstrates a sophisticated grasp of communication strategies used to promote shared values	Discusses the organization's current communication strategies, internal and external, for promoting the organization's shared values	Discusses the current communication strategies, internal and external, for promoting the organization's shared values, but discussion is cursory or contains inaccuracies	Does not discuss the current communication strategies the organization uses	6
Communications: Public Relations	Meets "Proficient" criteria, and description demonstrates nuanced understanding of the organization's public relations strategies and branding techniques	Discusses the organization's public relations strategies and specific branding techniques	Discusses the organization's public relations strategies and specific branding techniques, but discussion is cursory or contains inaccuracies	Does not discuss the organization's public relations strategies and specific branding techniques	6

Criteria	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
Communications: Advancing the Goals	Meets "Proficient" criteria, and evaluation demonstrates nuanced understanding of how communication strategies can support advancing the goals of the organization	Evaluates the current communication strategies for opportunities for advancing the goals of the organization both internally and externally	Evaluates the current communication strategies for opportunities for advancing the goals of the organization both internally and externally, but evaluation is cursory or contains inaccuracies	Does not evaluate the current communication strategies for opportunities for advancing the goals of the organization both internally and externally	6
Finances: Budgetary Resources, Structure, and Responsibilities	Meets "Proficient" criteria, and discussion demonstrates nuanced understanding of budgetary resources, structure, and responsibilities	Discusses the organization's current budgetary resources, structure, and responsibilities	Discusses the organization's current budgetary resources, structure, and responsibilities, but discussion is cursory or includes inaccuracies	Does not discuss the organization's current budgetary resources, structure, and responsibilities	6
Finances: Fundraising Campaigns, Grant Possibilities, and Planned Giving Opportunities	Meets "Proficient" criteria, and discussion demonstrates a sophisticated awareness of the impact of fundraising on the organization's budget	Discusses the organization's current fundraising campaigns, grant possibilities, and planned giving opportunities and their impact on the overall budget	Discusses the organization's current fundraising campaigns, grant possibilities, and planned giving opportunities and their impact on the overall budget, but discussion is cursory or includes inaccuracies	Does not discuss the organization's current fundraising campaigns, grant possibilities, and planned giving opportunities and their impact on the overall budget	6
Finances: Financial Management	Meets "Proficient" criteria, and determination demonstrates nuanced understanding of financial management and fiduciary responsibilities	Determines potential challenges to the organization's financial operation based on the analysis of its overall financial management	Determines potential challenges to the organization's financial operation based on the analysis of its overall financial management, but determinations are cursory or illogical	Does not determine potential challenges to the organization's financial operation based on the analysis of its overall financial management	6
Ethics: Budget and Fundraising Transparency	Meets "Proficient" criteria, and discussion demonstrates a sophisticated awareness of transparency and industry-wide ethical standards	Discusses the organization's handling of budget and fundraising transparency, specifically regarding adherence to established codes, principles, and ethics of the industry	Discusses the organization's handling of budget and fundraising transparency, specifically regarding adherence to established codes, principles, and ethics of the industry, but discussion is cursory or includes inaccuracies	Does not discuss the organization's handling of budget and fundraising transparency	6

Criteria	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
Ethics: Ethical Considerations	Meets “Proficient” criteria, and discussion demonstrates a sophisticated awareness of ethical considerations related to a not-for-profit organization	Discusses ethical considerations the organization faces related to conflict of interest, privacy, and compensation	Discusses ethical considerations the organization faces related to conflict of interest, privacy, and compensation, but discussion is cursory or overlooks key concerns	Does not discuss additional ethical considerations related to conflict of interest, privacy, and compensation	6
Ethics: Public Image	Meets “Proficient” criteria, and evaluation demonstrates nuanced understanding of ethical considerations	Evaluates the impact of the organization’s ethical practices on its public image	Evaluates the impact of the organization’s ethical practices on its public image, but evaluation is cursory	Does not evaluate the impact of the organization’s ethical practices on its public image	6
Evaluation: Strengths and Weaknesses	Meets “Proficient” criteria, and summary demonstrates sophisticated grasp of the factors that become strengths or weaknesses within not-for-profit organizations	Summarizes the most significant strengths and weaknesses of this not-for-profit organization	Summarizes the most significant strengths and weaknesses of this not-for-profit organization, but summary is cursory or contains inaccuracies	Does not summarize the most significant strengths and weaknesses of this not-for-profit organization	6
Evaluation: Sustainability	Meets “Proficient” criteria, and evaluation demonstrates a sophisticated understanding of how organizational strengths and weakness factor into long-term sustainability	Evaluates the organization’s long-term sustainability under the current operational strategies, considering how major strengths and weaknesses factor into its sustainability	Evaluates the organization’s long-term sustainability under the current operational strategies, considering how major strengths and weaknesses factor into its sustainability, but evaluation lacks detail or is illogical	Does not evaluate the organization’s long-term sustainability under the current operational strategies	6
Conclusion	Meets “Proficient” criteria, and rationale demonstrates a sophisticated grasp of sustainability considerations	Summarizes position on the organization’s long-term sustainability, including suggestions for the organization to support future sustainability, and supports each suggestion with rationale	Summarizes position on the organization’s long-term sustainability, including suggestions for the organization to support future sustainability, but summary is cursory or illogical, or suggestions lack supporting rationale	Does not summarize position on the organization’s long-term sustainability	6

Criteria	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy to read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	5
Total:					100%