



**On-Campus Course Syllabus
MIN 618 L1
Financial Leadership and Marketing
Fall 2023**

Class Information

Day and Time: Wednesday. 8:00 a.m. – 10:45 a.m.

Room Number: E202

Contact Information

Instructor Name: Brian Masters

Instructor Email: bmasters@criswell.edu

Instructor Phone: 214.773.4142

Instructor Office Hours: [By Appointment Only.](#)

Course Description and Prerequisites

An introduction to the methods, techniques, policies, and practices related to financial leadership, marketing, and public relations for nonprofit organizations. Focus will be placed on developing a biblical view of stewardship for leaders of non-profit organizations.

Course Objectives

In this course, you will

- Study a condensed version of how an MBA relates to non-profits and how to keep the focus of the non-profit from drifting away from its original purpose.
- Develop a biblical philosophy of financial leadership and stewardship by
 - Learning how to assess the financial budget and statements for non-profit organizations.
 - Learning how to evaluate the effectiveness of a marketing plan.
- Create a set of written reflections on how financial leadership affects all areas of an organization.
- Interview a non-profit leader to learn the value of listening and learning in community.
- Identify and write organizational values and develop a budget and marketing plan.
- Present the organizational values, budget and marketing plan to the class.

Required Textbooks

1. The Minister's MBA: Essential Business Tools for Maximum Ministry Success by George Babbes and Michael Zigarelli. September 2006. ISBN-13: 978-0805443936. Available on Amazon.com
2. Mission Drift: The Unspoken Crisis Facing Leaders, Charities, and Churches by Peter Greer and Chris Horst. February 2015. ISBN-13: 978-0764211645. Available on Amazon.com

Recommended Reading

The following books are good resource materials to have for additional learning:

1. The Guide to Charitable Giving for Churches and Non-Profits by Dan Busby
2. The Portable MBA. Fifth Edition 2010 by Kenneth M. Eades. ISBN 978-0470481295

Course Requirements and Assignments

1. Weekly Reading and Written Reflections and Attendance

Write a full 1-2 page paper (250-500 words) related to the weekly reading assignments that either:

- Answers The “What do I do next?” question at the end of the chapter for the Minister’s MBA
- Answers one of the review questions from pp. 182-188 that relates to the chapter you read in Mission Drift.

Due weekly before next class. 30 points each x 13 assignments. 390 points.

Weekly Attendance. 10 points each x 15 class periods. 150 points.

2. Leader Interview and Report

Interview a non-profit leader for about 1 hour on the topic “Financial Leadership and Marketing”. Seek to discover the budgeting process, including how revenue is generated and how expenses are planned, as well as the periodic financial review process, including how the actual profit and loss are measured against the budget. Identify the avenue of marketing they have found successful and ask how it is balanced with the cost of marketing, which may be measured by return on investment, or customer acquisition cost or customer lifetime value. **Write a 5-page paper reflecting on what you learned and identify what you would implement in your current or future non-profit.**

Due: 10/10/23 160 points.

3. Organizational Values, Budget and Marketing Plan:

Leaders in all non-profits make weekly decisions about finances, marketing and public relations that determine the course of their organization. **Write a 10-15 page paper for a non-profit organization*** that includes **1) 3-5 pages describing the organizational values** which will keep the organization from drifting from its purpose, **2) a one-page budget (income, expenses, and net profit / loss) plus 3-5 pages describing the economic engine** of how the income is generated and what expenses are to be expected to run the organization, **3) and 3-5 pages of a marketing plan** that will support the income in the budget of the non-profit. *Choose from an existing non-profit that you are involved with or one of the following: a church of 200 people, a school with 300 students, a mercy non-profit of any size. This paper should incorporate what you’ve learned about financial leadership, marketing, public relations, and biblical stewardship in both the reading materials and class instruction.

Due. 12/05/23 150 points

4. Presentation of Organizational Values, Budget and Marketing Plan:

Create and give a 10-15 minute presentation in class about the organizational values, budget and marketing plan of the non-profit you have selected.

Due. 12/13/23 150 points

Assignment Summary	Point Value	Due Date
Weekly Reading and Written Reflections:	390 (30 each x 13)	Weekly
Class Attendance	150 (10 each x 15)	Weekly
Leader Interview and Report	160	10/10/23
Organizational Values, Budget, and Marketing Plan	150	12/05/23
Presentation of Values, Budget, and Marketing Plan	150	12/13/23
Total Points	1000	

Course/Classroom Policies and Information

(Delete section if not needed or enter policies and/or information applicable to your course or classroom. Create relevant subheadings as desired.)

Class Attendance

Students are responsible for enrolling in courses for which they (1) anticipate being able to attend every on-campus class session on the day and time appearing on course schedules, or (2) participating in academically related activities as identified in online-course schedules including synchronous class sessions conducted remotely by video, and then making every effort to do so. When unavoidable situations result in absence or tardiness, students are responsible for acquiring any missed information. Professors are not obliged to allow students to make up missed work. Per their independent discretion, individual professors may determine how attendance affects students' ability to meet course learning objectives and whether attendance affects course grades. Professors apprise students of such information in course syllabi.

Students receiving grants, loans, or scholarships must meet specified requirements of various departments at the college and should consult relevant sections of the *Academic Catalog*. To ensure such funds will not be forfeited, students are responsible for contacting the proper departments to ascertain any specific course participation requirements and consequences of not meeting such requirements. Students receiving grants, loans, or scholarships should consult the Financial Aid office.

While Criswell College is a non-attendance taking institution, it nevertheless must demonstrate that students begin their courses in order to comply with Federal Aid regulations. Accordingly, students must participate in academically related activities during census periods. Failure to meet this requirement will result in students being administratively dropped from courses.

Academically related activity is defined as any course-related activity that may be used as evidence of attendance. Examples include:

- physical presence in a classroom during a class session with the instructor present,
- participation in a synchronous remote video class session with the instructor present,
- submission of an academic assignment, quiz, or exam,
- participation in an interactive tutorial or computer-assisted instruction,
- participation in a study group or discussion board that is assigned by the instructor,
- documentation showing that the student and a faculty member corresponded about the academic subject of the course.

NOTE: Logging into a Canvas course alone and logging into a Synchronous Online class session without active participation or with the camera off are not considered attendance.

NOTE: A census period begins on the first day of a semester/term and runs through the end of the last day to drop courses. During the census period, attendance data is collected in order to demonstrate compliance with Federal Aid regulations. There is no census period for winter terms since there is no last day to drop courses.

Campus Closure

To ensure the health and safety of students and employees, college administrators may decide it is necessary on rare occasions to close the campus. Once this decision is announced, instructors will contact students to provide further details regarding the campus closure's impact on those courses. Students are responsible to watch for communication from their instructors and respond appropriately. (Unless otherwise specified by the instructor in this syllabus, this communication will be sent to the student's Criswell College e-mail account.)

In order to make progress toward the courses' objectives, instructors have the freedom during most campus closures to require students to participate in activities as alternatives to meeting on campus. An instructor may, for example, hold class remotely (through Zoom) at the scheduled time, provide a recording of a class or presentation for students to watch independently, or assign other activities that students are to accomplish before returning to campus. Students are responsible for accomplishing these alternative activities as well as any course requirements listed in this syllabus during the period of the campus closure. If, during the period of the campus closure, personal circumstances prohibit a student from accomplishing these alternative activities or course requirements and assignment listed in the syllabus during the campus closure, the student is responsible for communicating with the instructor as soon as possible. Instructors will not penalize students who do not have the means to accomplish the alternative activities during the period of the campus's closure and will work with students whose circumstances during the campus closure prohibited their timely completion of course requirements and assignments in the syllabus.

Grading Scale

Assigning grade definitions (i.e., above average, average, below average) is optional. Please delete the last column below if not assigning definitions. Additionally, delete these instructions when completing syllabus.

			Grade Definitions (optional)
A	93-100	4.0 grade points per semester hour	
A-	90-92	3.7 grade points per semester hour	
B+	87-89	3.3 grade points per semester hour	
B	83-86	3.0 grade points per semester hour	
B-	80-82	2.7 grade points per semester hour	
C+	77-79	2.3 grade points per semester hour	
C	73-76	2.0 grade points per semester hour	
C-	70-72	1.7 grade points per semester hour	
D+	67-69	1.3 grade points per semester hour	
D	63-66	1.0 grade point per semester hour	
D-	60-62	0.7 grade points per semester hour	
F	0-59	0.0 grade points per semester hour	

Incomplete Grades

Students requesting a grade of Incomplete (I) must understand that incomplete grades may be given only upon approval of the faculty member involved. An "I" may be assigned only when a student is currently passing a

course and in situations involving extended illness, serious injury, death in the family, or employment or government reassignment, not student neglect.

Students are responsible for contacting their instructors prior to the end of the semester, plus filing the appropriate completed and approved academic request form with the Registrar's Office. The "I" must be removed (by completing the remaining course requirements) no later than 60 calendar days after the close of the term or semester in which the grade was awarded, or the "I" will become an "F."

Academic Honesty

Absolute truth is an essential belief and basis of behavior for those who believe in a God who cannot lie and forbids falsehood. Academic honesty is the application of the principle of truth in the classroom setting. Academic honesty includes the basic premise that all work submitted by students must be their own and any ideas derived or copied from elsewhere must be carefully documented.

Academic dishonesty includes, but is not limited to:

- cheating of any kind,
- submitting, without proper approval, work originally prepared by the student for another course,
- plagiarism, which is the submitting of work prepared by someone else as if it were his own, and
- failing to credit sources properly in written work.

Institutional Assessment

Material submitted by students in this course may be used for assessment of the college's academic programs. Since programmatic and institutional assessment is done without reference to specific students, the results of these assessments have no effect on a student's course grade or academic standing at the college. Before submitting a student's work for this type of assessment, the course instructor redacts the work to remove anything that identifies the student.

Institutional Email Policy

All official college email communications to students enrolled in this course will be sent exclusively to students' institutional email accounts. Students are expected to check their student email accounts regularly and to respond in an appropriate and timely manner to all communications from faculty and administrative departments.

Students are permitted to setup automatic forwarding of emails from their student email accounts to one or more personal email accounts. The student is responsible to setup and maintain email forwarding without assistance from college staff. If a student chooses to use this forwarding option, he/she will continue to be responsible for responding appropriately to all communications from faculty and administrative departments of the college. Criswell College bears no responsibility for the use of emails that have been forwarded from student email accounts to other email accounts.

Disabilities

Criswell College recognizes and supports the standards set forth in Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act (ADA) of 1990, and similar state laws, which are designed to eliminate discrimination against qualified individuals with disabilities. Criswell College is committed to making reasonable

accommodations for qualifying students, faculty, and employees with disabilities as required by applicable laws. For more information, please contact the Student Services Office.

Intellectual Property Rights

Unless otherwise specifically instructed in writing by the instructor, students must neither materially nor digitally reproduce materials from any course offered by Criswell College for or with the significant possibility of distribution.

Research and Writing Standards

The default writing style for written assignments in Criswell College Courses is the latest edition of *A Manual for Writers of Research Papers, Theses and Dissertations* by Kate Turabian. However, instructors are free to require alternative writing styles in their courses. These styles include but are not limited to the American Psychological Association (APA), Chicago Manual of Style, Modern Language Association (MLA), and Society of Biblical Literature (SBL) writing guides.

Resources and Supports

Canvas and SONIS: Criswell College uses Canvas as its web-based learning tool and SONIS for student data.

Students needing assistance with Canvas should contact the Canvas Help Support line at (844) 358-6140. Tech support is available at this number, twenty-four hours a day. Students needing help with SONIS should contact the Campus Software Manager at studenttechsupport@criswell.edu.

Student Services: The Student Services Office exists to foster and encourage success in all areas of life—physical, intellectual, spiritual, social, and emotional. Students are encouraged to reach out for assistance by contacting the office at 214.818.1332 or studentservices@criswell.edu. The Student Services Office also works with local counseling centers to ensure that every student has access to helpful mental health resources. More information is located on the college website at [Criswell College Mental Health Resources](#), and students may contact the Director of Student Services if they have any questions.

Wallace Library: Students can access academic resources and obtain research assistance by contacting or visiting the Wallace Library, which is located on campus. For more information, email the Wallace Library at library@criswell.edu. Login credentials are emailed to students near the beginning of the semester.

Tutoring Center: Students are encouraged to consult with tutors to improve and enhance their skills and confidence in any subject matter taught at the college. Tutors have been recommended by the faculty to ensure that the tutor(s) are qualified to serve the student body. Every tutor brings experience and expertise in an effort to provide the proper resources for the subject matter at hand. To consult with a tutor, students can schedule an appointment through Calendly (<https://calendly.com/criswell-tutoringcenter>) or by visiting the Tutoring Center located on the second floor in room E203. For questions, call 214.818.1373 or email at tutoringcenter@criswell.edu.

Course Outline/Calendar

All assignments due at 11:59 p.m. on the due dates below.

Date	Topic for Class Period	Reading for Next Class	Assignment	Due Date
08-23-23	Syllabus Overview Non-Profit Overview	MMBA Pre-assessment pp. 1-15 MMBA 501 – pp. 16-21 Mission Drift Ch 1 - pp. 11-22	Weekly Reflection 1 or Write about your pre-assessment results.	08-29-23
08-30-23	501 - Operational Mission	MMBA 502 – pp. 22-32 Mission Drift Ch 2 - pp. 23-32	Weekly Reflection 2	09-05-23
09-06-23	502 - Organizational Design	MMBA 503 – pp. 33-43 Mission Drift Ch 3 - pp. 33-43	Weekly Reflection 3	09-12-23
09-13-23	503 - Human Resources - Video	MMBA 504 – pp. 44-54 Mission Drift Ch 4 - pp. 44-55	Weekly Reflection 4	09-19-23
09-20-23	504 – Exec. Decision Making - Video	MMBA 505 – pp. 55-68 Mission Drift Ch 5 - pp. 56-66	Weekly Reflection 5	09-26-23
09-27-23	505 – Marketing	MMBA 506 – pp. 69-83 Mission Drift Ch 6 - pp. 67-77	Weekly Reflection 6	10-03-23
10-04-23	506 – Innovation - Video	MMBA 507 – pp. 84-95 Mission Drift Ch 7 - pp. 78-88	Weekly Reflection 7 Leader Interview Report	10-10-23
10-11-23	507 – Operations	MMBA 508 – pp. 96-118 Mission Drift Ch 8 - pp. 89-97	Weekly Reflection 8	10-24-23
10-18-23	No Class	Student Development Week		
10-25-23	508 - Accounting and Finance	MMBA 509 – pp. 119-130 Mission Drift Ch 9 pp.- 98-109	Weekly Reflection 9	10-31-23
11-01-23	509 - Strategy Map	MMBA 510 – pp. 131-142 Mission Drift Ch 10 - pp. 110-123	Weekly Reflection 10	11-07-23
11-08-23	510 - Balanced Scorecard Measuring Effectiveness	MMBA 511 – pp. 143-154 Mission Drift Ch 11 - pp.124-136	Weekly Reflection 11	11-14-23
11-15-23	511 – Implementation	MMBA 512 – pp. 155-165 Mission Drift Ch 12-13 - pp. 136-159	Weekly Reflection 12	11-28-23
11-22-23	No Class	Fall Break / Thanksgiving		
11-29-23	512 - Transformation Leading Change	Mission Drift Ch 14-15 - pp.160-181	Weekly Reflection 13 Org Val. Bud. Mar. Plan	12-05-23
12-06-23	Board of Directors – Staying away from Mission Drift		Presentation of Plan	12-13-23
12-13-23	Presentations of Organizational Values, Budget and Marketing Plan			