



Online Course Syllabus

MIN 618 L1

Financial Leadership and Marketing

Spring 2024

Contact Information

Instructor Name: Brian Masters

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Instructor Office Hours: Monday-Friday by appointment.

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

- Study a condensed MBA with a focus on non-profit organizations and learn how to keep the organization from drifting away from their original purpose.
- Develop a biblical philosophy of financial leadership and stewardship for nonprofit organizations by assessing financial statements and budgets and evaluating the effectiveness of a marketing plan.
- Read and review one book from the selected bibliography that relates to your current or future role in a nonprofit organization.
- Create an example of a fundraising event for a non-profit organization including the process, people, budget, marketing plan, detailed schedule and intended results.
- Develop a leadership case-study of a nonprofit by interviewing a leader of an organization and reporting on the effectiveness of their marketing plans, the review process of their financial statements and the impact of their organizational values on their decisions and outcomes. Present your case to the class.

Required Textbooks

1. The Minister's MBA: Essential Business Tools for Maximum Ministry Success. 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. 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. Dan Busby, Michael Martin, John Van Drunen. ISBN-13 978-1936233175
2. The Portable MBA. Fifth Edition 2010 by Kenneth M. Eades. ISBN-13 978-0470481295

Course Requirements and Assignments

1. Weekly Reading and Written Reflections and Attendance Due Weekly: 410 points

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 Minster’s MBA
- Answers one of the review questions from pp. 182-188 that relates to the chapter you read in Mission Drift.

Written Reflections are due weekly before next class. 20 points each x 13 assignments. 260 points.

Weekly Attendance / Weekly Watching of Lectures. 10 points each x 15 class periods. 150 points.

2. Book Review and Personal Application Due 02/26/24: 150 points

Read one book from the Selected Bibliography at the end of the syllabus that relates to your current or future role in a nonprofit organization. **Write a 5-page paper** that includes a one-page book synopsis and at least four pages on personal application of how you intend to implement what you learned as it relates to financial leadership and marketing for nonprofits.

3. Fundraising Event Example Due 03/25/24: 150 points

Create an example of a fundraising event for a nonprofit organization. **Write an 8-page paper** describing the details of the purpose and plans including the date and time, the location, and the detailed schedule of that day. Also include the planning details of the people involved, the budget for the event, the projected income to be raised, the marketing plan to get people to participate in the event, and the intended results and follow-up after the event.

4. Leadership Case Study Due 04/22/24: 150 points

Interview a non-profit leader for about 1 hour on the topic “Financial Leadership and Marketing” and **write a 10-page case-study paper on your findings.** The interview and paper should be focused on the effectiveness of their marketing plans, the process of budgeting, the process of periodically reviewing their financial statements, the impact/results of their organization and how their organizational values are integrated into their decisions. Include your reflections on this organization as it relates to staying on budget, remaining financially responsible, staying focused on their mission, and the effectiveness of their organization and leadership.

5. Presentation of Leadership Case Study – In Class Due 04/30/24: 140 points

Create and give a 10-minute presentation via zoom about the Leadership Case Study that you selected.

Assignment Summary	Point Value	Due Date
Weekly Reading and Written Reflections:	260 (20 each x 13)	Weekly
Class Attendance	150 (10 each x 15)	Weekly
Book Review	150	02/26/24
Fundraising Event Example	150	03/25/24
Leadership Case Study	150	04/22/24
Presentation of Leadership Case Study	140	04/30/24
Total Points	1000	

Online Course Information

In an online course at Criswell College:

1. Instructors and all students enrolled in that course meet using video-conferencing technology at scheduled class times through the course of a semester or term in order to meet 25–30% of the direct faculty instruction required by the college's Credit Hour policy.
2. The remaining direct faculty instruction is delivered using other means such as:
 - Lectures/instruction for students to watch asynchronously
 - Online content modules in which instructor provides feedback to student work
 - Tests/quizzes on which instructor provides feedback
 - Discussion boards on which instructor provides feedback

Canvas: Criswell College uses Canvas as its web-based learning tool to host/deliver all instructional materials, discussions, assessments, files, and other peripheral tools and applications that support teaching and learning. In online courses at Criswell College, instructors design and use Canvas to:

- organize course content on a module basis using organizational tools within Canvas,
- control the timing of course requirements through module control or assignment due dates to ensure that students are engaged for the full length of the semester or term,
- accept assignments from students only inside the Canvas course (emailed assignments are not acceptable),
- provide written feedback on assignments only within Canvas, preferably through Speedgrader,
- use the Announcement or e-mail feature in Canvas to communicate to the students rather than by broadcasting to a class email listserv outside of Canvas.

Zoom in Canvas is used for all synchronous class sessions.

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.

Course/Classroom Policies and Information

This class will meet via Zoom periodically as is indicated in the Course Outline. These Zoom classes will be held on Tuesdays from 5:30 pm – 6:30 pm CST/CDT. They will be recorded for students to view later if needed.

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.

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 Support

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 can be found 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. Offsite login information is available in Canvas in the “Criswell Student Training Course” under “Library Information.”

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

Date	Topic for Class Period	Reading for Next Class	Assignment	Due Date
01-16-24	Live Zoom 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 <u>OR</u> Write about your pre-assessment results.	01-22-24
01-23-24	501 - Operational Mission	MMBA 502 – pp. 22-32 Mission Drift Ch 2 - pp. 23-32	Weekly Reflection 2	01-29-24
01-30-24	502 - Organizational Design	MMBA 503 – pp. 33-43 Mission Drift Ch 3 - pp. 33-43	Weekly Reflection 3	02-05-24
02-06-24	503 - Human Resources	MMBA 504 – pp. 44-54 Mission Drift Ch 4 - pp. 44-55	Weekly Reflection 4	02-12-24
02-13-24	504 – Exec. Decision Making	MMBA 505 – pp. 55-68 Mission Drift Ch 5 - pp. 56-66	Weekly Reflection 5	02-19-24
02-20-24	Live Zoom 505 – Marketing	MMBA 506 – pp. 69-83 Mission Drift Ch 6 - pp. 67-77	Weekly Reflection 6 Book Review	02-26-24 02-26-24
02-27-24	Live Zoom 506 – Innovation	MMBA 507 – pp. 84-95 Mission Drift Ch 7 - pp. 78-88	Weekly Reflection 7	03-04-24
03-05-24	507 – Operations	MMBA 508 – pp. 96-118 Mission Drift Ch 8 - pp. 89-97	Weekly Reflection 8	03-18-24
03-12-24	No Class	Spring Break		
03-19-24	508 - Accounting and Finance	MMBA 509 – pp. 119-130 Mission Drift Ch 9 pp.- 98-109	Weekly Reflection 9 Fundraising Event Ex.	03-25-24 03-25-24
03-26-24	509 - Strategy Map	MMBA 510 – pp. 131-142 Mission Drift Ch 10 - pp. 110-123	Weekly Reflection 10	04-01-24
04-02-24	510 - Balanced Scorecard Measuring Effectiveness	MMBA 511 – pp. 143-154 Mission Drift Ch 11 - pp.124-136	Weekly Reflection 11	04-08-24
04-09-24	511 – Implementation	MMBA 512 – pp. 155-165 Mission Drift Ch 12-13 - pp. 136-159	Weekly Reflection 12	04-15-24
04-16-24	512 - Transformation Leading Change	Mission Drift Ch 14-15 - pp.160-181	Weekly Reflection 13 Leadership Case Study	04-22-24 04-22-24
04-23-24	Board of Directors – Staying away from Mission Drift		Presentation of Case Study in Next Class	04-30-24
04-30-24	Live Zoom Presentations of Case Study			

Selected Bibliography

Bonem, Mike and Roger Patterson. *Leading from the Second Chair: Serving Your Church, Fulfilling Your Role, and Realizing Your Dreams*. Fortress Press. 2020. ISBN-13 978-1506463292

Chandler, Matt. *Take Heart. Christian Courage in the Age of Unbelief*. The Good Book Company. 2018. ISBN-13 978-1784983161

Greer, Peter and Anna Haggard. *The Spiritual Danger of Doing Good*. Bethany House Publishers. 2014. ISBN-13 978-0764212208

Greer, Peter and David Weekly. *The Giver and the Gift: Principles of Kingdom Fundraising*. Bethany House Publishers. 2015. ISBN-13 978-0764217746

Greer, Peter and David Weekly. *The Board and the CEO: Seven Practices to protect your organization's most important relationship*. CreateSpace Independent Publishing Platform. 2017. ISBN-13 978-1547270163

Hillman, George and John Reece. *Smart Church Finances: A Pastor's Guide to Budgets, Spreadsheets, and Other Things You Didn't Learn in Seminary*. Lexham Press. 2020. ISBN-13 978-1683593744

Nelson, Tom. *The Economics of Neighborly Love*. IVP. 2017. ISBN-13 978-0830843923

Reising, Richard. *Church Marketing 101: Preparing Your Church for Greater Growth*. Baker Books. 2006. ISBN-13 978-0801065927