

Nonprofit Management Consultancy Project Portfolio

Between 2015-2021, SCYP and Nonprofit Management students have helped Oregon communities and their nonprofits

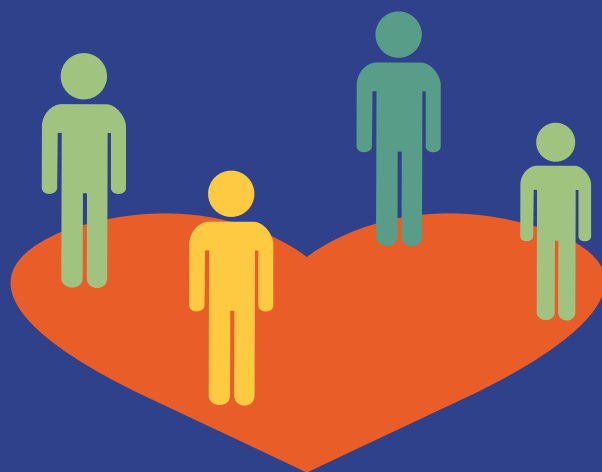


Nonprofit Consultancy

Many SCYP partners have brought community nonprofits on-board during their SCYP year, with an awareness that student outputs will be impactful for area nonprofits. Students in Professor Dyana Mason's Nonprofit Management Consultancy capstone course apply the skills and knowledge they have acquired throughout their UO career, completing projects proposed by the nonprofit based on their individual needs. Students have completed an array of vital tasks, from determining whether there are benefits to forming a new nonprofit to helping new nonprofits strategically plan for their future.

What is the Sustainable City Year Program?

The Sustainable City Year Program is an innovative university-community partnership program founded by the Sustainable Cities Institute at the University of Oregon in 2009-10. In this unique model, existing courses, faculty, and students from across campus are purposefully directed toward a single Oregon community over an academic year to address vexing issues identified by the partner. SCYP and the students, faculty, and communities it engages with are an example of Oregon innovation, leadership, and how leveraging resources can contribute to meaningful, additional, and society-wide value. SCYP creates a conduit for translating knowledge into practice, and provides significant workforce development opportunities for students, adding 'hard' and 'soft' skills and hands-on experience to all levels of students' education.



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WINTER AND SPRING 2021

Cascadia Arts Association Strategic Planning

Partner: City of Troutdale

Project Description: Nonprofit Management students helped Troutdale's new nonprofit, Cascadia Arts Association (CAA), with the following question, "What are best practices for developing the first strategic plan for a newly formed arts nonprofit?" Students conducted a focus group with seven CAA Board members, conducted a survey of the East Multnomah County Arts Community, and analyzed strategic planning content from other arts alliances.

Recommendations: Students identified CAA's organizational strengths, such as collective passion for the arts and Troutdale, structures that are in place (by-laws, budgets, among others), a mission-centered focus, and proven adaptability and resiliency. They also noted: **1)** the City's partnership with CAA is an asset to the nonprofit's growth and development, **2)** cross-promotion and coordination of services is critical for future partnerships, and **3)** the Fall Festival of the Arts ignites excitement. Recommendations include: **1)** Schedule a CAA Board retreat to update Board job descriptions and complete a Board development matrix; and **2)** Implement a Board recruitment strategy based on the Board development matrix and focus on skill and expertise gaps.



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SPRING 2018

La Pine Senior Center Strategic Planning

Partner: City of La Pine

Project Description: The La Pine Senior Center provides community, friendship, and resources to older adults in the La Pine area. A graduate student team interviewed stakeholders, researched and analyzed the organization and the market, and ultimately provided recommendations to increase efficiency and sustainability of the La Pine Senior Center. Through interviews with Senior Center and city of La Pine stakeholders; understanding the mission, purpose, and activities of the organization; and conducting research and analysis, the team narrowed down key areas for the Board to focus on: Board governance efficiency, the creation of membership and partnership levels, and revenue generation opportunities.

Recommendations: The consultancy team's intention is that the La Pine Senior Center can apply these recommendations to build a robust membership, a more efficient Board, and develop revenue generation ideas.

- 1. Board Governance Recommendations:** board training and development, defining the board of directors role, oversight of the organization, structured and focused monthly board meetings, revision of bylaws, and member meetings.
- 2. Membership Recommendations:** engage current and potential members, focus on creating a relationship with all members, capitalize on the desire for affiliation, offer a variety of opportunities for engagement, revisit and update membership benefits, make renewal easy, implement membership levels, explore potential partnerships.
- 3. Revenue Generation Recommendations:** fundraising, grants, partnership revenue, programs/events, building use and events, change management.



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SPRING 2017

Nonprofit Strategy Optimization in Albany, Oregon

Partner: City of Albany

Project Description: Albany plays an important role in connecting residents from the greater surrounding area with much needed government and nonprofit services. Albany's nonprofit organizations strive to serve the needs of their clients, and create a more harmonious community. Three teams focused on a variety of nonprofits related to parks and recreation in Albany: **1)** a team focusing on the Albany Parks and Recreation Foundation (APRF) concentrated on defining the structures, steps, and capacity required for APRF to operate as a sustainable and successful nonprofit organization separate from Albany Parks and Recreation; **2)** a team focusing on the Albany Parks and Recreation Department (APRD) concentrated on assessing the department's current nonprofit and public service provider partnerships while evaluating opportunities for increased collaboration to meet APRD's mission; and **3)** a team focusing on the Albany Senior Center Foundation (ASCF) concentrated on defining the most appropriate and effective ways ASCF could meet the needs of seniors and the Albany Senior Center (ASC).

Recommendations: Based on their findings, the three groups determined the following: **1)** APRF: after assessing their operational status, students established two clear goals for the foundation: **a)** Develop a sustainable board; and **b)** Build public trust and integrity. The students also developed and adapted tools and foundational documents to aid in APRF's future growth. **2)** ASCF: Students noted that the ASCF would benefit from becoming more autonomous, increasing their visibility, and energizing their mission and purpose. **3)** ASC: The student team recommended using the collective impact model to shift APRD from a series of one-to-one transactional partnerships to a multi-organizational collaborative effort.



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SPRING 2016

Assessing the Potential for Nonprofit Organizations in Redmond, Oregon

Partner: City of Redmond

Project Description: Redmond fills an essential role in the region as it links local service organizations and potential government support. Nonprofit Consultancy students worked in groups to assess the feasibility of establishing nonprofit organizations for **1)** a community foundation; **2)** a family justice center; **3)** a cultural arts center; and **4)** a housing shelter. Each student group formed a set of methodologies, conducted research, evaluated case studies, performed stakeholder interviews, and provided their prospective nonprofits with in-depth recommendations towards establishing each nonprofit.

Recommendations:

Community Foundation: If the City of Redmond were to establish a community foundation, it would require significant initial funding, in consideration of its long-term goals, and by carefully crafting its articles of incorporation, bylaws, and board policies to support its mission and function within the community.

Family Justice Center: The Family Justice Center nonprofit needs assessment was inconclusive and showed that the need could potentially be low. It is important to conduct a large-scale feasibility study to reach a broader range of Redmond residents. More input from both the community and stakeholders is advised.

Cultural Arts Center: The formation of a cultural arts center nonprofit is feasible but building a stronger arts community is advised. Efforts could go into community engagement in order to build or further build a group of arts stakeholders.

Housing Shelter: Students recommend adopting an affiliate program such as an Interfaith Hospitality Network or a Tiny Home Village. It is believed that Redmond could benefit from a partnership with the Family Promise Program or SquareOne Villages.



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SPRING 2016

Establishing the Redmond Community Foundation

Partner: City of Redmond

Project Description: The city of Redmond tasked this group with researching whether a community foundation would be possible in Redmond. The City recently completed a very successful community project, Hope Park. City officials reported that the community rallied around the effort, and many individual donors and local businesses stepped up to support the project. On the heels of this successful public-private partnership, city officials wanted to explore the possibility of starting a community foundation, and what it would take to get the project started. The City expressed a willingness to use its resources to help launch a community foundation that would harness the sense of community in a formal capacity, and allow for many more successful projects, like the playground, that would benefit Redmond citizens.

Recommendations: Recommendations are detailed below and include: procure initial funding of \$100,000; create a long term fundraising plan; create a strong organization with dedicated board members and a solid mission; and start the community foundation as an all-volunteer organization.

Start-up/Initial Funding: Students recommend that Redmond develop a plan to raise \$100,000 or more from a small group of donors before deciding to start a foundation. If Redmond is successful raising a significant sum of money, this will serve as a powerful signal to those in the community that starting a foundation is a worthy cause, and smaller level donors will be more likely to contribute.

Selecting and Establishing the Board of Directors: Boards provide strategic leadership to the organization. Board governance is the heart of how an organization will function, setting direction, making policy and strategy decisions, overseeing and monitoring organizational performance, and ensuring accountability.

Staffing and Structure: Students recommend that Redmond operates its foundation without paid staff initially and use volunteer Board members to serve this function. This will allow the foundation to keep costs down and permit the endowment to grow.

Establishing Mission and Bylaws: In the nonprofit world, a shared sense of being and plan to achieve desired goals comes in the form of the mission and vision of the organization, and a strategic plan is the roadmap to achieving its goals. Good mission statements are concise expressions of the difference the organization hopes to make, focusing on the main goal, intended results, and uniqueness of the entity, and should use words that are inspiring, active, and reflect the organization's values. Student research found that most community foundations use the single sentence method. Effective organizations create a strategic plan and use it as a living, working document over time as a way to stay on task and promote accountability.



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