Student Guide
University of San Diego
LEAD 352: Nonprofit Leadership and Management
VanHorn
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Table of Contents

Consultant Learning®*: What Is It?*

This class uses a new method of structuring a course in a way that empowers you and place you in control of your own learning process. This method is called "Consultant Learning®: Empowering Students to Excel." Consultant Learning® turns the classroom into the "real world," where you get paid for what you do – classroom work and projects – and you pay for what you want – credit and a grade for the course. **You determine your own grade** based on how many hours of work **you choose** to do for this course.

Consultant Learning® represents a completely new way of grading and motivating students. Traditional courses operate on a system in which all students are required to do the same *quantity* of work and the *quality* of the work performed is judged and graded, and poor quality work is accepted but downgraded.

In Consultant Learning®, the work you perform must be professional *quality* in order to be accepted and the *quantity* of work you choose to perform during the term becomes the basis for your grade. The quality standard is "professionalism"; that is, every project must be of such quality that you can use it in your job search and you would be proud to show it to your parents and a future employer. Another way to define "professional quality" is work that would earn an "A" in a traditionally graded course.

If your work does not come up to that standard, you will be required to rework and resubmit it until your work is professional. You will receive no credit for work that is sub-standard or unprofessional.

Consultant Learning®*: How Does It Work?*

In Consultant Learning®, you will learn by performing "consulting projects." You decide what kind and how many projects you need to do to achieve the grade you wish to earn.

For each project, you submit a proposal to your instructor and we agree on a fee for that project. Guidelines for establishing fees for projects are discussed in the required booklet entitled *Suggested Projects* for this course.

When the proposal is approved you go out and complete the project. When the project is complete you submit (or present) your project to the instructor, nonprofit and/ or the class. If the project is not of "professional quality" it will be returned to you with clear instructions on what needs to be done to make it "professional quality" and you will have the opportunity to rewrite and resubmit it.

When it is determined that the project is "professional quality" you will receive the project back with "paid $x,000" (whatever was the agreed-upon fee) written on it and my signature. You will keep all your "paid" projects like vouchers for payment. You will also be paid fees for your in-class work, including for attendance in class, for being prepared, and for participating in the activities of the class. How you earn in-class fees is discussed below.

You will compile your "paid" projects into a portfolio and create accounting sheets showing all the fees you have earned, both in-class fees and project fees. Near the end of the semester you will submit your portfolio to the instructor for "payment" (assigning a grade).

Unlike some courses, you instructor is not responsible for your performance -- you are. **You must keep track of your own work, build your portfolio, and submit it for your grade. It is your responsibility.**

How Do You Select and Design Your Projects?

The booklet entitled *Suggested Projects* for this course gives you a "menu" of projects, some of which will be required for completion of the course and some of which you may chose to do or not to do. Included in the menu of projects is one entitled "Student Designed Project" which allows you to design your own projects to accomplish from this course what you want and need.

Most projects are optional, a menu of options from which you select. You should select specific topics for your projects based on what you are interested in, that is, what will be interesting and enjoyable for you to study and learn about. In this process, I am your coach and guide. I am here to try to help you to succeed at accomplishing your goal. However, don't wait until the end of the term to come and tell me that you haven't been able to think of any projects to do. By then, it will be too late!

Using Your Portfolio in Interviewing

At the end of this course, your portfolio will be returned to you so that you can use it to give you a competitive advantage in the job market when you complete your degree program. It can be a tool to help you get a better job.

Imagine yourself interviewing for a job. Sitting beside you are 50 other recent grads from good schools with comparable grade point averages. How can you differentiate yourself? What can you do to make yourself stand out in the interviewer's mind, instead of blending into the crowd?

Now imagine yourself as the interviewer. As an interviewer, it is your task to interview those 50 candidates and select the three or four who will get in-depth interviews -- the "short list." All the students have good grades from good schools and arrive with a transcript and a resume.

In walks one student, Ms. Brown, and she lays a portfolio down before you. As you discuss her qualifications, she opens the portfolio and points to a project. "Here is a project

that I completed that shows the excellent quality of work I am capable of doing," she says. "My undergraduate program offered me the opportunity to really refine my analytical skills as well as my writing skills."

"Next, here is a team project that shows how well I can perform in a group. Behind that is a project that is on your industry (or your firm), showing that I understand some of the challenges being faced by your firm in today's turbulent environment. Finally, since I am applying for a finance (or marketing, or fundraising, or . . .) job, here is a project on my area of specialization, showing that I have developed some expertise in my area that will allow me to be of some value to you right away. In addition there are projects on ethics, cultural diversity, and global management, showing I am ethically aware, culturally and globally sensitive and promotable."

Don't you think that you would be favorably impressed with Ms. Brown, compared to 49 other graduates who show up with their transcripts and resumes and nothing else? Any executive who has interviewed recent grads will tell you that any recent grad who showed up with that kind of preparation would most certainly be on their "short list" of candidates for additional interviewing and further consideration. As young employees who used a portfolio in interviewing and they will tell you that the portfolio helped them to get the job they wanted.

Interestingly, the concept of preparing a portfolio for use in interviewing is just making its way into business education. In some fields, such as graphic design, art, music, and other performance-oriented fields, no student would even consider showing up for an interview without bring a portfolio of their work to display.

Since you are compiling your portfolio for your future employer, I can work WITH you as your coach to help you put together the best portfolio you can to highlight your abilities. As you think about projects, think about things that will be impressive to an interviewer in a company for which you would like to work. In addition, think about things that interest you – things you'd like to know more about.

Variety is one secret. **Do several projects of different types on different topics to show the wide range of abilities you have.**

What Should Be In a Proposal?

When you have come up with an idea for a project (something you'd like to learn about), you must submit an e-mail proposal to me. In the proposal, you must include the following nine items:

1. Type of Project
2. Topic
3. Rationale
4. Information collecting method
5. Deliverables
6. Perspective and audience
7. Consulting hours
8. Project fee
9. Due date

1. *The Type of Project*

What kind of project do you want to do? Identify the type of project from the suggested list of projects in the booklet *Suggested Projects* for this course. Tell me in section 1 the <u>name of the type of the project</u> as it appears in the list.

2. *The Topic*

What is the topic, issue, question, company or industry that you will attempt to learn about or understand? For example, if you identified this as an executive book summary project in item 1, then in item 2 you will give the title of the book and the author.

If your project doesn't fit neatly into any of the other categories of suggested projects, then it should be titled as a Student Designed Project.

I suggest that you avoid "reinventing the wheel," that is, doing primary data collection on issues that have been studied before. I recommend that you begin your research by seeing what the library has that might be enlightening on your topic, question, industry or company and your TEXTBOOK.

I frequently recommend that a student do a small project, such as a two-page report, on what they found in the library before taking on a more time-consuming project, such as interviewing an executive director. Remember, you are not alone in this process. I am here to act as a coach and work with you on how to set up your projects.

In early proposals, students sometimes suggest overly broad topics like "how to be successful in nonprofit management" or "why new nonprofits fail?" Try to make your topic or issue specific and measurable. Remember, your goal is not to answer questions that have never been answered before, but to answer questions to which YOU don't know the answer – to learn!

Don't hesitate to use me as a resource. Come see me, email me or call me on the phone to discuss your topic if you're having difficulty defining it clearly. We can discuss it and probably make it much clearer in a matter of minutes.

Frequently students have a very large project in mind. Break a big project into several smaller projects. You can do a series of projects on the same topic, each building on what you learned from the earlier projects. Small projects are less overwhelming and it gives you satisfaction each time you finish a small project.

Breaking a large project into a series of small projects also allows you to earn more "early submission bonuses" because you will be submitting some projects before the later projects are completed, increasing how much you earn from the entire group of projects. "Early Submission Bonuses" are discussed later.

For example, rather than developing a complete advertising campaign for a project, write a proposal to create a brochure for one project, a web page for one project, a presentation for one project, a press release for another project, etc.

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3.   *Rationale*

Why do you want to know about this topic, issue, or question? Of what value is this information to you? How will you ever use this information in your life? Why did you choose this particular type of project? For example, if you have thought about owning a restaurant at some point after you graduate, interviewing a restaurant owner could be a valuable experience for you.

The point is, find something to study that interests you, and in this section, tell me why it interests you, i.e., why this information will be of value to you. The more valuable the information will be, the more highly motivated you will be to seek it and then report it in a professional manner.

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4.   *Information Collecting Method*

Where and how will you find the information that is needed to complete this project? For example, will you read up on it in the library? Will you do an interview? Will you read a book? Will you search the internet? Will you use specific software? Will you interview an executive director, founder, or board chair ? In other words, how will you gather your information?

Deciding what information is needed, how to gather the information, and how to present the information are important skills. If you can come out of this course having developed those skills, the course will have been well worth your effort.

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5.   *Deliverables*

Every project must result in some form of deliverables. What are you going to deliver (submit) to your client when the project is complete? You may choose to write a report, make a video, give an oral presentation, write a song or poem, present a play, perform a debate, demonstrate a technique to the class, or in some other way tell or show the client or the class what you did and what you learned. In other words, you may use many different media, but you must communicate in some manner the results of your project and what you learned as a result of your efforts.

One of the books optional for this course is a paperback entitled ***The 80/20 Guide to Business Writing***. You will use this style guide extensively as you prepare all written reports.

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6.   *Perspective and Audience*

For whom are you preparing this project and what is your relationship with them? When you prepare a project, it is important to identify the perspective from which the project is being prepared and the audience for whom it is intended. For example, is this project coming from a student to a teacher, from a consultant to a client, from a son or daughter to a parent, from a job applicant to an employer, from an employer to employees, etc?

Do not say "This project was created by me for Dr. Smith." This statement does not tell what role you are fulfilling as the author (student, boss, employee, son/daughter, etc.) and it doesn't tell what role Dr. Smith is fulfilling as the recipient (teacher, employee, parent, boss, etc.). **Remember, don't use the individual names. You must tell me what ROLE these people fulfill. In addition, you must be creating this project for someone else – not just for yourself.** You wouldn't bother to write a professional quality business report for yourself only.

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7.   *Consulting Hours Required*

How many hours of work do you estimate will be required to complete a professional quality project? Some estimates of average hours are listed in the booklet entitled ***Suggested Projects*** to help you in estimating consulting time for projects.

Your consulting fee is based on $200 per hour of consulting time. Many projects that you might select from the ***Suggested Projects*** booklet have fees specified for that type of project. In that case, divide the fee by $200 per hour to get the number of hours.

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8.   *Project Fee*

How much will this project pay? Your consulting fee is based on $200 per hour of consulting time. Many projects that you might select from the ***Suggested Projects*** booklet

have fees specified for that type of project. In that case, the specified fee would simply be listed in item 8.

In case you are designing a Student Designed Project, you must estimate the consulting fee and consulting hours for your project. In general, a two page, typed report based on library research is assumed to take approximately five hours of outside work to research the material, write and edit the report. This means that, at $200 per hour, such a report would be worth $1,000. This comes out to about $500 per page of professionally written, concise report for reports presented in written form, including both the research and writing time.

In other words, your consulting fee, consulting hours and pages of output should follow the formula that one page of output equals 2½ consulting hours that equals $500. In approving project proposals, I will be using this "rule of thumb." If you feel that your project should be an exception to this ratio for some reason, you must put your explanation for this deviation in your proposal. **If there is no explanation and your proposal doesn't follow this ratio, it will be returned for a resubmit.**

Many students find it easier to tell the difference between a 5 page report and a 15 page report than to estimate the amount of time it will take to do a report. If you find it easier to estimate the length of the report than to estimate the number of hours of work, take the number of pages you expect the report to be and multiply times $500 to get the consulting fee for this section of the proposal; then divide the consulting fee by $200 per hour to get the number of hours to put down in item 7 of the proposal.

Feel free to discuss with me what you intend to do and I will assist you in estimating how many hours of consulting time that project is worth. In addition, there are several examples of estimates in the *Suggested Projects* booklet.

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9.   *Project Due Date*

When will you submit this project for the first time? You should schedule your own projects to be spread out through the semester. Do not put all your projects off until the end of the semester. The number of projects you can submit in the last few weeks of the semester is limited to keep procrastinators from putting all projects off until the last few weeks.

In order to insure that you do not put all your projects off until the last couple of weeks in the term, you must set a due date for each project. There will then be a penalty (a fine, or partial forfeiture of fees) for completing and submitting projects late, after the agreed-upon due date.

The late fee is not designed to actually cost you money but, rather, to encourage you to get started on your projects in a timely fashion and avoid procrastinating. Come see me if you are having difficulty completing a project on time. Deadlines can be extended if necessary, as long as I am informed one week BEFORE the project is late.

Form for Submitting Proposals

All **proposals** are to be submitted in **e-mail memo form** via e-mail. Do NOT complete your proposal in and save it as a Word document file and then attach the Word document file to an email. Put the text of your proposal directly in the body of the email. In the booklet *The 80/20 Guide to Business Writing* are instructions on what proper e-mail memo form is, including examples. In addition, there is a sample proposal shown below.

The one exception to this rule is that proposals for current events, case studies, journal reviews, and chapter reviews, these projects may be submitted on paper along with the project since they do not need to be pre-approved before you do the project.

Since many organizations have very strict rules on how letters and memos should look, it is valuable experience to learn how to follow a prescribed format. Proposals that do not follow proper e-mail memo format, proposals that include grammatical and spelling errors, proposals that do not include answers to all nine of the above questions in the correct form, and proposals that are sent to me as a Word document file attached to an email will be returned for a rewrite/resubmit.

If your proposal is in the wrong form, incomplete, unclear, poorly written, or otherwise unacceptable, I will explain what it needs to be a professional quality proposal and return it to you electronically for a "rewrite and resubmit." If you are obviously having difficulty, if you need guidance, or if I have suggestions for you, the proposal may be returned to you with "See Me" on it. This process continues until your proposal is accepted.

When your proposal is accepted it will be returned to you with the word **APPROVED** on it along with my e-mail "signature" (a multiple-line listing of my name, address, web pages, and phone numbers). As you look at the below example of a proposal, note the following things about a properly done proposal:

1. The first thing in the text of the proposal should be your name and the course and section number.
2. Each section must be numbered and labeled with the contents of that section.
3. Use complete sentences throughout the proposal.
4. Single space within each section.
5. Double space between sections.
6. If this project is to result in a written report, in Section 4 give an estimate of the number of pages the report will be.
7. **The relationship between the number of report pages, the number of consulting hours, and the consulting fee must be 1 page equals 2½ hours equals $500**. If the relationship will be different for your project, you must explain in Section 4 why the relationship will be different.

Sample Proposal

To: "Mrs. VanHorn" <tvanhorn@sandiego.edu>
From: "John Student" <jstudent@sandiego.edu>
Subject: Proposal for Project 3 – Student Designed Project on LLC. Attache

This is the heading that the computer automatically inserts for you.

John Student (LEAD 352)

1. Type of Project
I would like to do a "Student Designed Project."

2. Topic
I would like to do a project on the newest legal form of organization, the LLC. I will compare LLCs with the more traditional forms of legal organization, the sole proprietorship, the partnership, and the corporation, both "C-corporation" and "S-corporation."

3. Rationale
This topic is of interest to me because I hope to own a company of my own one day and I want to understand the benefits and costs of choosing the LLC form of legal organization.

4. Information Gathering Method
To gather information for this project I will research books and articles in the library on the pros and cons of the LLC versus the other legal forms of organization.

5. Deliverables
This project will result in a written report of approximately four (4) pages of text in correct report form, plus a cover page, the approved proposal, and a references page.

6. Perspective and Audience
I will be writing from the perspective of a consultant to an audience of a prospective entrepreneur.

7. Consulting Hours Required
This project should take approximately 10 consulting hours to complete.

8. Consulting Fee Bid
The consulting fee for this project is $2,000.

9. Due Date
This project will be due October 25, 2011.

The Consulting Project Contract

When I approve your proposal, I sign the proposal (by typing APPROVED and putting my electronic signature on it) and return it to you. The signed proposal becomes your Consulting Project Contract.

Once the proposal is approved, you may begin work on the project. You do not have to complete every project for which you write a proposal. The approved proposal merely gives you authorization to do the project, but you can always throw away an approved proposal and never complete the project.

When your project is completed and you are ready to submit it to me as a Word document, open the approved proposal email from me and hit "Reply." Then attach your completed project to that email and send it to me. In the alternative, you may cut and paste the approved proposal into the project document you submit as the last page in the report right after the references section.

What If You Need Help?

If you run into difficulty while working on a project, come see me. In addition, utilize the other resources that may be available to you such as the writing center, the media center, the reference desk at the library, friends, spouse, parents, classmates, etc.

Sometimes, you may find that you want to change the original proposal/contract, for example to break it into several smaller projects. If this happens to you, come see me with a printout of the original proposal/contract and we can discuss the changes you'd like to make in the proposal. For major changes, I may ask you to submit a new proposal.

You may receive help from anyone, so long as you are using them to help you "learn how to do it" rather than having them "do it for you."

What Is Plagiarism and What Are Its Consequences?

Using someone else's work (plagiarism), using your own work that you previously submitted to another instructor for another class, or having someone else "do it for you" are all plagiarism, serious breaches of the academic integrity policy of this university, and will result in a failing grade for the course and possibly other administrative action.

After You Finish the Project, What Comes Next?

Once you have completed a project, you submit (or present) the deliverables (output) of your project, along with a cover page, a references page and the original signed proposal/contract. All written projects must be submitted using proper form, using the appropriate sections of *The 80/20 Guide to Business Writing*.

Every time a project is resubmitted it must have a new cover page stating the name of the project, the authors, the course information, and the date of this resubmission. Page 38 of the *The 80/20 Guide to Business Writing* shows an example of a business report cover page. The information to include at the bottom of the page is shown on page 15 of this booklet below.

When Is a Project Ready to Submit?

The project need not have been a success or have turned out the way you anticipated. It simply needs to have been an "excellent try," reasonably well conceived, showing effort, showing that some learning took place in the process, and with an output that is of professional quality.

Of course, available resources will be taken into account in judging quality. You won't be expected to produce a "Sixty Minutes" quality video with available lighting, one hand-held camera, and editing using a camcorder and a VCR. However, this university has an extensive media center and can make editing equipment available for student use if you will undergo some training on its use.

Naming Your Word Document File for Submission

All written projects for this course will be submitted as a Word document file attached to an email. So that I can keep your projects separate from those of other students and find them later if you have questions, the Word document file that holds the report itself must be named with an identifying "e-name" in the form discussed below. In other words, an email with an attached file named "Resume" is not acceptable. The document file itself must be named according to the following naming rules:

Abbreviated course number, dash, the first 6 letters of your last name, your first initial, dash, the project number, and the version number, dash, followed by any description of the project that will help both of us identify it later, such as "Resume," "Book Report-Peters" or Interview-Smith."

Your course number should be abbreviated as:
LEAD 352

The first project you submit will be project 1 <p1>. The second project you submit will be <p2>, and so forth. The first submission of your project number 1 will be project 1, version 1 <p1v1>. When you resubmit project number 1 for the second time it should be named <p1v2>. Therefore, if you submit a project named <p3v2> I will know is the second version (resubmission) of your third project.

Example: William Smithfield submits the first version of his second project for LEAD 352. The e-name would be: <LEAD352-SmithfW-p2v1>. You should also add a dash and a brief description of the project AFTER the required information, i.e., <LEAD352-SmithfW-p2v1-Interview-Elliott>.

Submit an email to tvanhorn@sandiego.edu. **Use the e-name of the project as the subject of the email.** Also use the e-name of the project as the Word document file name of the project that is attached to the email.

I will need a copy of the APPROVED proposal in order to know how much we agreed I would pay for the project, so you should either submit the project to me as an attachment to a REPLY of my proposal approval email to you, or cut and paste a copy of the APPROVED proposal into the document file as the last page, after the "References" section.

When you submit project 3 for the first time it will be <p3v1>. When I return it to you, if I pay the project, I will send it back to you with a file name <p3v1pd>. When you receive it back paid, even if there are comments in it you do not need to resubmit it again. However, you need to look through it and address any suggestions I made in the text, fix them, delete my comments, and then print out a "perfect" copy of the project to go in your portfolio.

If I require you to do a rewrite on the project, I will send it to you with an "r" at the end of the file name, e.g., <p3v1r> and with comments inside the document. That means that you need to do significant rewriting on the project and then resubmit it to me as version 2 of that project, or <p3v2>. So when you look at your file of projects, you will have saved all versions of the project, both the ones you submitted to me and the ones I sent back to you with comments.

For example, if William Smithfield's project 4 took three submissions to be paid, he would find in his projects folder files with the following names:

LEAD352-SmithfW-p4v1   (He submitted version 1 to me)
LEAD352-SmithfW-p4v1r   (I returned version 1 and asked for a rewrite)
LEAD352-SmithfW-p4v2   (He submitted version 2 to me with the corrections I requested)
LEAD352-SmithfW-p4v2r   (I returned version 2 and asked for a second rewrite)
LEAD352-SmithfW-p4v3   (He submitted version 3 to me with the corrections I requested)
LEAD352-SmithfW-p4v3pd (I paid version 3)

Come see me if you have any questions about this naming scheme. If you follow it both you and I will know the complete history succession of each and every project.

What Happens When a Project is Submitted?

If the project is judged to be of "professional quality," it is accepted and paid. I will type "PAID $2,000" (or whatever amount was agreed upon in the original proposal/contract) and my name on the cover sheet of the project and return it to you, like a check or voucher for payment.

If the project is NOT "professional quality," it is returned unsigned with "resubmit," or "see me" written on it, along with comments on how it can be made into a professional quality project. You must submit a professional quality deliverable to receive any compensation. There is no partial compensation; you earn the agreed-upon fee or nothing.

Working with Word Reviewing and Editing Functions

When you submit a project to me as a Word document, if it needs revision I will return it to you with an "r" in the version number notifying you that there are comments inside the document file that will guide you in how to complete your project. In order for you to see those comments, you must turn on the Word "reviewing" function. You do that by clicking on "View" then "Toolbars" and then toggling "Reviewing" on (a checkmark will appear before "Reviewing" when it is turned on).

When you turn on "Reviewing" an extra toolbar will appear at the top of your document with a drop-down menu near the left margin allowing you to select which version of the document you want to see, "Final Showing Markup," "Final," "Original Showing Markup," or "Original." Select "Final Showing Markup" and you will see the comment "bubbles" in the margin of the document with my comments in them. If you don't see any comment bubbles, check to make sure that you have selected "Final Showing Markup." Selecting "Final" or "Original" shows you the document without showing you the margin comments.

Correct Cover Page for Each Resubmission

On the cover page you are to put the course number, professor's name, the submission (or resubmission) date, the week and the Early Submission Bonus appropriate for that week. The cover page is shown in the Sample Report Form in the *80/20 Guide to Business Writing*. The amount of Early Submission Bonuses earned for each week is shown in a table below in the section on Early Submission Bonuses. Each time you resubmit a project, you must submit a new cover page with the information for the current submission.

For example, if you submitted version 1 a project for LEAD352 on Thursday of week 3, you would put at the bottom of the cover page:

<div align="center">

LEAD 352
Mrs. VanHorn
Submitted September 25, 2011
Thursday of Week 3
Bonus 45%

</div>

If you received this project back for a rewrite and resubmitted version 2 on Tuesday of Week 4, you would put at the bottom of the cover page on version 2:

<div align="center">

LEAD 352
Mrs. VanHorn
Resubmitted September 30, 2011
Tuesday of Week 4
Bonus 40%

</div>

Before sending the file to me, read through the modified sections one more time to make sure that you have corrected capitalization, punctuation and spacing after your text changes, and then save the file as the next higher version number (i.e., if I had returned <v2r> to you, after editing and fixing it, save the file under the name <v3>) so it is ready to attach when you resubmit it to me.

There is no excuse for not reading through your project one more time and making sure that you have fixed all the little things to make it professional. Once you are convinced that your project is perfect, then send the new file to me as an attachment to an email with the electronic project name and number and new version number as the name of the attached file and as the subject line of the email.

Consulting Fees for In-Class Work

Since the course grade will be determined based on the total amount of consulting fees you have earned, it is only reasonable that consulting fees be paid for in-class as well as out-of-class work.

In-Class Consulting Fees Earned for Attendance

You will be paid an attendance fee based on the total number of classes that you attend during the semester. The dollar penalty for missing class increases geometrically as the number of classes missed increases.

There are a total of 28 eighty-five-minute class sessions in this semester (two per week for 14 weeks). The number of classes attended and the fee that you will earn for attending that many classes is shown below in the table entitled **In-Class Consulting Fees Earned for Attendance**.

You will earn a total of $5,000 for attending every one of the 28 classes. The fee decreases at an accelerating rate for more classes missed. For each number of attendances lower than 22, subtract an additional $2,000. (Yes, the fee for 22 attendances is -0- and the fee for fewer than 22 attendances becomes a negative number that must be SUBTRACTED from the fees you earn from projects if you miss that many classes.)

There is a special form at the back of this booklet for recording the classes you attended and calculating your "In-Class Consulting Fees Earned."

In-Class Consulting Fees Earned for Attendance			
Classes Attended	Fee Earned	Classes Attended	Fees Earned
28	$ 5,000	24	3,500
27	4,900	23	2,000
26	4,700	22	-0-
25	4,300	< 22	Subtract $2,000 for each additional absence
For each number lower than 22 attendances, subtract an additional $2,000. (Yes, the fee for 22 attendances is -0- and the fee for fewer than 22 attendances becomes a negative number that must be SUBTRACTED from the fees you earn from projects.)			

Accounting Sheets and the Portfolio

You are required to keep a portfolio (a hard-shell, 3-ring binder, with 1 inch rings) which will hold all evidence of the consulting fees you have earned during the semester. Remember, I keep no records, so it is up to you to print out your paid projects, put them in your portfolio, and submit your portfolio for payment near the end of the semester. This portfolio needs to have dividers for two sections:

1. **Consulting Fees Earned Accounting Sheets**. This section will hold two accounting sheets that record every transaction to your Consulting Fees Earned account – one sheet for "In-Class Consulting Fees Earned" and one sheet for recording "Project Consulting Fees Earned." The accounting sheets should look like the illustrations below.

2. **Projects**. For every project for which you have been "paid" during the semester, you will put into this section of the portfolio the final, "approved" and signed version of the proposal and the final, signed and "paid" version of the project, **in the order in which they are listed on your accounting sheets**.

Into Whose Portfolio Should Team Projects Go?

In the case of team projects, one person will put the whole project in his/her portfolio and the others will put copies only of the cover sheet with the "Paid" signature in their portfolios. Since the cover sheet lists all members of the team, it will notify me into which portfolios I should look for the full project.

If students chose to work on team projects, payment is split equally upon successful completion.

Deadlines for Proposals and Projects

We all know that, as a student, you are pressed for time. When exams are scheduled, activities are planned, and projects for other courses that have deadlines are pressing, it is easy to put off projects in a course in which you are allowed to set your own due dates.

Nearly every semester, I have a few students come to me two or three days before the last day to turn in projects and give me proposals to do projects that will take 30 or 40 hours of consulting time. The students and I both know that they don't have the time remaining to complete such large projects with any quality.

In this situation, for me to approve these proposals simply puts the students under pressure to do the impossible. It causes frustration for the students, and it causes me to have to return some really poorly done projects when it is too late for the students to rewrite and complete the projects in order to get credit for them. This isn't fair to anyone.

Another tendency I see is that as the deadline for when all proposals must be submitted approaches, those who wait until the last day invariably turn in proposals for huge, $5,000 projects, as if doing one 10-page project was going to be easier than doing several 3- or 4-page projects.

In order to try to avoid these kinds of problems, a few deadlines and rules for submitting projects will be enforced.

Thursday **Nov. 3th the last day to submit proposals.** This will force you to think out ahead of time all the projects that you intend to do for the final month of the course, rather than putting off all your work until the last week or two of the course. In addition, proposals for large projects that are worth **more than $2,500 must be submitted before Oct. 6th**. That means that if you wait until after Oct. 7th you may not turn in proposals for any projects that pay more than $2,500 each.

Also note that the last day to submit portfolios is Thursday Dec.8th at the beginning of class. This gives me time to evaluate your final portfolios and return them to you on the last day of class so you will have them available for job hunting and for final presentations.

As one last guard against procrastination, I will accept no more than three (3) projects per week submitted during week 10 and week 11. This way, a student cannot wait until the last week to turn in his/her entire semester of work.

Early Submission Bonus

As an added inducement to encourage you to submit projects early in the semester rather than waiting until the last day to submit projects, an Early Submission Bonus will be paid for all projects submitted before the last week to submit projects. The calculation of the Early Submission Bonus will be based on when the final PAID version of the project was submitted.

Do not include Early Submission Bonuses on your proposals, since at that time you submit a proposal you don't know for sure when the project will be accepted and paid.

Each time you **resubmit** a project you must include a new cover page with the date of the re-submission and the week of the semester noted on the cover page as well as the Early Submission Bonus percentage appropriate for that week. The date when the final, paid edition is submitted will be the date used for calculating the Early Submission Bonus. I will write the bonus on the cover page along with the consulting fee earned for each project when it is returned to you paid.

The Early Submission Bonus you will earn is larger the earlier in the semester a project is submitted. It is in your best interest, therefore, to get your projects underway and completed early in the semester. The Early Submission Bonus is based on the week in which the final PAID version of the project is submitted, following the schedule below.

Early Submission Bonus Percentages			
Week	Percent Bonus	Week	Percent Bonus
2	50%	7	25%
3	45%	8	20%
4	40%	9	15%
5	35%	10	10%
6	30%	11	-0-

Remember, however, that submission of a project that is not of professional quality does you no good because it is the submission date of the final, paid version that counts. As a matter of fact, submitting a project that you know is NOT of professional quality will only decrease the Early Submission Bonus that you will receive, because you'll have to wait for me to return it to you with corrections. Then the date when you submit the next edition of the project will be the earliest date that could be used for calculating the Early Submission Bonus. It is in your best interest to make absolutely sure that whatever you submit is of professional quality the first time. **Early submission bonuses are not paid on chapter reviews or current events.**

For example, if a $5,000 project was submitted in professional form at the beginning of class on Wednesday of the 5th week and was paid, it would receive a 35% Early Submission

Bonus of $1,750, making the project pay a total of $6,750. If that same project was submitted in sloppy form on Wednesday of the 5th week, was returned to you for a rewrite on Monday of the 6th week, and was resubmitted in professional form on Monday of the 7th week, the final paid project would receive a 25% bonus ($1,250), making the final project worth $6,250 instead of $6,750, $500 less.

Although I will do everything in my power to return projects to you in a timely manner, if a project has to be returned to you for a rewrite, I will not accept responsibility for any lost Early Submission Bonus. Any delay in your finishing the project will have been the result of your submitting the project in unprofessional shape in the first place.

Group Projects Bonus

A deliverable for a $1,000 project does not automatically become worth $2,000 just because two people worked on the project. **Group projects are paid by dividing the total paid.**

In-Class Consulting Fees Earned for Call-On-Me List

In addition to the fee earned for attendance of classes, you can earn additional fees for coming to class prepared to discuss the readings that we will cover that day. Each day in class I will have a sheet of paper at the front of the class as you come in called the "Call-On-Me" list. If you sign-in on the Call-On-Me list, you are telling me that you are prepared to discuss the readings for the day and I may call on you at any time during class to discuss the materials without your raising your hand. If you do not sign-in on the Call-On-Me list, I will only call on you if you raise your hand.

You can earn a fee up to $100 for each class session in the form of an In-Class Bonus. In sessions for when this isn't offered everyone who attends the class will be given the bonus fee for that session. Such days include the first day of class, when we watch a film or listen to a guest speaker. I will tell you when these sessions are so you may record them in your In-Class Consulting Fees Earned accounting sheets.

You must attend the session to receive bonus credit for that session. Students who arrive late for session may not disrupt the class to get the bonus questions. Therefore, being on time for a class session is also a prerequisite for earning the bonus fee for that session.

The special form for recording "In-Class Consulting Fees Earned" has a column for keeping track of the dates on which you earned the "In-Class Bonus".

In-Class Consulting Fees Earned Accounting Sheet

A sample "In-Class Consulting Fees Earned" accounting sheet is shown below.

Name: **John Student**			Course: LEAD 352	
In-Class Consulting Fees Earned				
	Wednesday		Thursday	
Week	Attended	In-Class Bonus	Attended	In-Class Bonus
0	Before Classes Start		9/2 ✔	$100
1	9/7 ✔	$100	9/9 ✔	$100
2	9/14 ✔	$100	9/16 ✔	
/////	//////////	//////////	//////////	
12	11/23 ✔	$100	11/25 Thanksgiving Break	
13	11/30 ✔	$100	12/2 ✔	$100
14	12/7 ✔	$100	12/9 ✔	$100
Col. Totals	**12** of 14	**9** of 14	**14** of 14	**7** of 14
Totals Classes Attended			# **26**	$ **4,700**
Total In-Class Bonus			# **16**	$ **1,600**
Total In-Class Fees Earned				$ **6,300**

This accounting sheet can be completed on a spreadsheet program or as a table in Word or WordPerfect. In addition, a blank form is in the appendix at the end of this booklet which you can use if you prefer to keep this form updated in pen and ink.

In this sample "In-Class Consulting Fees Earned" accounting sheet for John Student, John simply checked off the days on which he attended class and put the amount he earned in the In-Class Bonus" column for those days on which he received credit for the In-Class Bonus. This example leaves out part of the middle of the form to save space, and shows the bottom of the page where the columns are totaled and the fees are calculated.

In this example, John Student attended a total of 26 of the 28 classes. Looking at the listing of fees for attendance shown in the "In-Class Consulting Fees Earned for Attendance" table on page above, 26 attendances earns John a fee of $4,700. John also earned In-Class Bonus for 16 classes, so he earns a total of $1,600 in fees for In-Class Bonus, at $100 per class. Therefore, John's "In-Class Consulting Fees Earned" totals $7,900 ($4,700 plus $1,600).

Projects Consulting Fees Earned Accounting Sheet

A sample "Projects Consulting Fees Earned" accounting sheet is shown below. This accounting sheet can be completed on a spreadsheet program or as a table in Word or WordPerfect. In addition, a blank form is in the appendix at the end of this booklet which you can copy and use if you prefer to keep this form updated in pen and ink.

Name: *John Student*			Course: LEAD 352	
Project Consulting Fees Earned				
Submitted Number Week		Description of Project	Cr/(Dr)	Cumulative Balance
1	*2*	*Current Event*	*$800*	*$800*
2	*2*	*Book report*	*$2,500*	*$3,300*
/////	/////	//////////	//////////	//////////
5	*7*	*Fam. Bus. History*	*$3,000*	*$13,500*
Total Projects Consulting Fees				*$13,500*
Total brought forward from my "In-Class Consulting Fees Earned" sheet				*$6,300*
TOTAL CONSULTING FEES EARNED				*19,800*
GRADE EARNED FOR THE COURSE				*B*

Notice that in this sample "Projects Consulting Fees Earned" accounting sheet for John Student, for each project John simply filled in the project number, the week in which the final paid version was submitted, a brief description of the project, and the amount paid for each. He kept a running total of how much he had earned thus far in the Total column.

Near the bottom of the form is a line to carry forward the amount earned from the "In-Class Consulting Fees Earned" accounting sheet so that the "Total Consulting Fees Earned" may be calculated. John inserted the $7,900 from his "In-Class Consulting Fees Earned" sheet and calculated the "Total Consulting Fees Earned" at the bottom of the page. It is this "Total Consulting Fees Earned" figure that will determine John's grade for the semester. John then

consulted the "Assigning Grades" table below and determined that $21,400 earns a "B+" and wrote that grade on the line "Grade Earned for the Course."

Near the end of the semester, you will submit your portfolio to me and I will reconcile your accounting sheets with the signed projects in your portfolio and my attendance records and In-Class Bonus. Remember, you will be keeping all the records for your projects.

You also should be aware that forging the instructor's signature (including an electronic signature) will be considered a serious breach of the University's academic integrity policy and will bring the harshest penalties that the University can provide, usually expulsion. Remember, I have all the copies of the electronic submission on my computer, too.

Assigning Grades

At the end of the semester, the grade you have earned will be based on the total in your Consulting Fees Earned account according to the table below.

Note that $25,000 earns an "A". If you end the semester with $24,900 in your consulting fees account, you will have earned an "A-" grade, not an "A" (I don't round up). Therefore, you will receive the highest grade you can purchase with your consulting fees account balance, an "A-." (No, I won't take the difference in cash)

Assigning Grades			
Fees Earned	Grade	Fees Earned	Grade
$25,000 up	A	$15,000 to $16,999	C+
$23,000 to $24,999	A-	$13,000 to $14,999	C
$21,000 to $22,999	B+	$11,000 to 12,999	C-
$19,000 to $20,999	B	$10,000 to 10,999	D
$17,000 to $18,999	B-	Below $10,000	F

Remember, you choose the grade you want to attain and then set out to complete enough high quality work to attain that goal. You are free to choose how you wish to attain your goal. Do you want to try to do several small projects or a few large projects? Do you want to work alone or with other students in a group project? You choose the topics you want to learn about. In other words, you control your own learning process.

If you want to keep the amount of outside work you must do to attain your goal to a minimum, you should attend every class, be prepared and sign up on the "Call-On-Me" sheet.

I will act as coach, cheerleader, mentor, advisor, and resource as you set out to attain your goal. Don't forget that I am here to help you to find information on the topics that interest you most.

Accounting Sheet Forms

The next few pages are the accounting sheets which you may use to show what consulting fees you have earned. I have included two sets of accounting sheets, one that you can use as scratch sheets during the semester for keeping track of your attendances, call-on-me sheets signed, and projects, and one set that you may keep clean and transfer the correct information to at the end of the semester to include in your submitted portfolio. Of course, you can always recreate these forms as Word or Excel tables.

The first two pages are In-Class Consulting Fees Earned forms. Use the first one for a scratch copy and then transcribe the information onto the second one to submit with your portfolio. Place a check mark in the box for the dates you attended class and the dates when you signed the call-on-me list. Then total the columns, calculate and total the fees, and carry the total forward to the Project Consulting Fees Earned form.

The second two pages are Project Consulting Fees Earned forms. Use the first one for a scratch copy and then transcribe the information onto the second one to submit with your portfolio. You are to list on this form your paid projects in the order in which they are placed in your portfolio.

On the Project Consulting Fees Earned form there is a place to bring forward the total from your In-Class Consulting Fees Earned sheet and to total your fees earned for the semester. You are then to go to the Assigning Grades table above and look up the grade for which your earned fees qualify and write it on the last line of the Project Consultant Fees Earned form.

Name:	Course:

In-Class Consulting Fees Earned Form (Tu-Th Classes)

Week	Tuesday		Thursday	
	Attended	Call-On-Me	Attended	Call-On-Me
0	Before Classes Start		8/31	
1	9/6		9/8	
2	9/13		9/15	
3	9/20		9/22	
4	9/27		9/29	
5	10/4		10/6	
6	10/11		10/13	
7	10/18		10/20	
8	10/25		10/27	
9	11/1		11/3	
10	11/8		11/10	
11	11/15		11/17 **NO CLASS**	
12	11/22		11/24 Thanksgiving	
13	11/29		12/1	
14	12/6		12/8	
0			12/15 8am-10am Final	
Col. Totals	of 14	of 14	of 14	of 14
Totals Classes Attended (Col 2 + Col 4)			#	$
Total Call-On-Me Lists (Col 3 + Col 5)			#	$
Total In-Class Fees Earned				

Name:	Course:			

Project Consulting Fees Earned Form

Submitted Number	Week	Description of Project	Cr/(Dr)	Cumulative Balance

Total Project Consulting Fees Earned	$
Total brought forward from my In-Class Consulting Fees Earned Form	$
TOTAL CONSULTING FEES EARNED	$
LETTER GRADE EARNED FOR THE COURSE	