Nonprofit Management
PADM 538, Fall 2015
Instructor: Shuyang Peng, PhD
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Office Location: SSCO 3012
Office Phone: (505) 277-1797
Office Hours: Wednesday 10:00am – 3:00pm or By Appointment

Class Meeting Day(s): Monday 7-9:30pm
Class Location / Room: DSH 132

Course Description and Objectives

This is a survey course that introduces students to the central theories and management practices of nonprofit organizations. Topics will be discussed in this course include: nonprofit mission, strategy, board governance, executive leadership, employee motivation, volunteer management, fundraising, marketing, social enterprise, collaboration, and performance measurement.

Upon successful completion of this course, students should:
1) Understand the unique nature and role of the nonprofit sector in the United States.
2) Understand basic concepts, models and theories of nonprofit management and their implications in the daily practices.
3) Develop critical thinking and problem solving skills about the core roles, structures, and operations of the nonprofit sector.
4) Understand how to access resources for nonprofit organizations.

Required Readings

   a. The book can be purchased at the university bookstore or [www.amazon.com](http://www.amazon.com).
   b. It is also available online for download in the library system
2. Except the Jossey-Bass Handbook, all other readings will be posted on the UNM Learn. Make sure you check blackboard regularly.

Other Recommended Textbook and Resources

2. Nonprofit Management & Leadership is an academic journal that publishes articles on nonprofit management and leadership. Can be accessed online via UNM library.
3. Nonprofit and Voluntary Sector Quarterly is also an academic journal that publishes articles on issues related to nonprofit organizations. Can be accessed online via UNM library.
4. Voluntas: The International Journal of Voluntary and Non-Profit Organizations publishes articles on nonprofit organizations that address an international perspective. Can be accessed online via UNM library.
5. The Nonprofit Quarterly http://nonprofitquarterly.org
8. PerformWell is a one-stop, comprehensive online resource that helps nonprofit practitioners identify performance outcome measures and effective practices in managing service delivery. http://www.performwell.org

Class Participation and Assignments

Class Participation and Discussion All students are expected to attend class regularly, complete assigned readings before class and actively participate in classroom discussion. Two or more absences without prior approval will be result in a final grade lower than “B.”

Weekly Response Paper Starting on August 24th (session 2), students are required to prepare a weekly response paper that analyzes each week’s readings. The paper should NOT be a summary of the readings. Rather it is an opportunity for you to demonstrate your analytical skills by utilizing the weekly readings to guide your case analysis. This means the response paper needs to include both of a discussion of the readings and an
analysis of the case assigned in that week. The paper should be one-page (single-spaced) or two-page (double-spaced). And it should be uploaded to UNM Learn by 1pm every Monday. There are 13 response papers in total for the semester; each response paper is worth 3 points. You can miss one submission without point penalty.

**Research Paper/Proposal** Each student is required to write a research paper that is due at the end of the semester. The research paper can be on any topic related to class content. The paper should include 8-10 double-spaced pages.
- A one-page topic proposal is due by midnight, **October 5th**.
- Students need to post their PowerPoint slides on UNM Learn by midnight, **November 29th**.
- The final paper is due by midnight, **December 7th**. Submission through UNM learn. **Late submission will not be accepted.**

**Research Proposal Presentation** Students need to prepare a Power-Point document for the presentation, which should last 10 to 15 minutes (depending on how many students will be enrolled in our class). There will be a 3-5 minutes Q&A session after each presentation. The presentation will be graded on both the quality of the research and of the presentation itself.

**Class Policies**

**Cell Phones and Technology.** As a matter of courtesy, please turn off cell phones, pagers, and other communication and entertainment devices prior to the beginning of class. Notify me in advance if you are monitoring an emergency, for which cell phone ringers should be switched to vibrate.

**Accommodation Statement.** Accessibility Services (Mesa Vista Hall 2021, 277-3506) provides academic support to students who have disabilities. If you think you need alternative accessible formats for undertaking and completing coursework, you should contact this service right away to assure your needs are met in a timely manner. If you need local assistance in contacting Accessibility Services, see the Bachelor and Graduate Programs office.

**APA Citation Style.** Assignments and final research proposal should strictly follow APA citation style. The following websites provide basic guidelines:
http://owl.english.purdue.edu/owl/resource/560/01/
http://www.lcc.edu/library/help/citation/apaonline.aspx

**Academic Integrity.** The University of New Mexico believes that academic honesty is a
foundation principle for personal and academic development. All University policies regarding academic honesty apply to this course. Academic dishonesty includes, but is not limited to, cheating or copying, plagiarism (claiming credit for the words or works of another from any type of source such as print, Internet or electronic database, or failing to cite the source, fabricating information or citations, facilitating acts of academic dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students. The University’s full statement on academic honesty and the consequences for failure to comply is available in the college catalog and in the Pathfinder.

Library and Tutorial Services. UNM-Main campus provides many library services and some tutorial services for distance students. For library services, go to http://www.unm.edu/libraries/ to link to a specific library or to contact a librarian. For tutorial services, go to http://caps.unm.edu/online to explore UNM’s online services.

Grading

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<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class Participation and Discussion</td>
<td>20%</td>
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<tr>
<td>Weekly Response Paper</td>
<td>40%</td>
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<tr>
<td>Research Paper/Proposal</td>
<td>30%</td>
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<td>Research Proposal Presentation</td>
<td>10%</td>
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<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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Course Schedules

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<tr>
<th>Date</th>
<th>Session Theme and Readings</th>
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<tbody>
<tr>
<td>Aug 17</td>
<td><strong>Session 1: Introduction and Course Overview</strong></td>
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<tr>
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<td>Urban Institute, “The Nonprofit Sector in Brief 2014”</td>
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<td>Aug 24</td>
<td><strong>Session 2: Understanding the Nonprofit Environment/Creating a Nonprofit Organization</strong></td>
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<tr>
<td></td>
<td>• The Jossey-Bass Handbook, Chapter 1. “Historical Perspectives on Nonprofit Organizations in the United States,”</td>
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<td>• Readings on “How to start a Nonprofit Organization”</td>
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<td>• Lina Piana, “Tools for Assessing Start-up Organizations”</td>
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Case Study (UNM Learn)

Aug 31
Session 3: The Role of Nonprofits and the Importance of Mission and Strategy
• Anthony Cody, “Prisons, Post Offices and Public Schools: Some Things Should Not Be For Profit,” Education Week, August 18, 2013.

Case study (UNM Learn)

Sept 7
Labor Day, No Session!

Sept 14
Session 4: Board of Directors and Organizational Governance

Case study (UNM Learn)

Sept 21
Session 5: Executive Leadership
• Karen Gaskins Jones, “Preparing an organization to sustain capable leadership.”
• Mark Light and Paul Light, Which Light is right? The impending leadership
deficit crisis.

- Case study (UNM Learn)

### Sept 28

**Session 6: Managing, Motivating and Keeping Employees and Volunteers I**


- Case study (UNM Learn)

### Oct 5

**Session 7: Managing, Motivating and Keeping Employees and Volunteers II**


- Case study (UNM Learn)

### Oct 12

**Session 8: Fundraising**


- Case study (UNM Learn)

### Oct 19

**Session 9: Creative Revenue Generation and Social Enterprise**

Ventures,“
• Succeeding at Social Enterprise, Chapter 2. “Doing Good Versus Doing Well: Balancing Impact and Profit”
• Sharon M. Oster, Charles M. Gray and Charles Weinberg, “To Fee or Not to Fee,” (And Related Questions), The Nonprofit Quarterly, Summer 2004, pp. 31-35.

➢ Case study (UNM Learn)

Oct 26  Session 10: Marketing and Public Relations
• The Jossey-Bass Handbook, Chapter 11 “Marketing for Nonprofit Organizations,”
• The Jossey-Bass Handbook, Chapter 12 “Strategic Communications,”

➢ Case study (UNM Learn)

Nov 2  Session 11: Partnerships, Mergers and Collaborations
• The Jossey-Bass Handbook, Chapter 14 “Collaboration and Strategic Alliance
• Stephanie Strom, Charities Trying Mergers to Improve Bottom Line,” The New York Times, November 11, 2007

➢ Case study (UNM Learn)

Nov 9  Session 12: The Challenge of Government Contracts
• Boris et al, Human Service Nonprofits And Government Collaboration”, Urban Institute, 2010. (Skim)
• Steven Rathgeb Smith “Government and Nonprofits: Turning Points, Challenges, and Opportunities”, *The Nonprofit Quarterly*, September 21, 2009

➢ Case study (UNM Learn)

**Nov 16**  
**Session 13: Managing the External Environment**


➢ Case study (UNM Learn)

**Nov 23**  
**Session 14: Evaluating the Effectiveness of Nonprofit Organizations**


➢ Case study (UNM Learn)

**Nov 30**  
**Session 15: Student Presentations I**

• PowerPoint Slides Due by Midnight, November 29. Submission on UNM
Dec 7  Final Paper Due by Midnight (Submission on UNM Learn)