

Nonprofit Management

PADM 538, Fall 2018

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Office Hours: Monday 2:00-4:00pm or by Appointment

Class Meeting Day(s): Tuesday 4:00-6:30pm

Class Location / Room: DSH 134

Course Description and Objectives

This is a survey course that introduces students to the central theories and management practices of nonprofit organizations. Topics discussed in this course include: nonprofit mission, strategy, board governance, executive leadership, managing employees and volunteers, marketing, fundraising, 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 through the case analysis of nonprofit operations.

Required Readings

1. Worth, M. J. (2016). *Nonprofit management: Principles and practice*. Sage Publications. 4th edition.
2. Required case studies can be purchased from Harvard Business School Publishing. A detail instruction is given in the first session.
3. Optional textbook: Renz, David O. (editor) & Associates. 2010. *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, 3rd edition. San Francisco, CA: Jossey-Bass.

The book is available online via UNM library:

<http://unm.ebib.com.libproxy.unm.edu/patron/FullRecord.aspx?p=624593&echo=2&userid=SAQa%2f0xndKk%3d&tstamp=1439398061&id=16CE78CC4EA65190CE02FBA0178FA95D2DA5DC5A>

4. All other readings are available on UNM Learn. Make sure you check the Learn regularly.

Other Recommended Textbook and Resources

1. Powell, Walter W., and Richard Steinberg. 2006. *The Nonprofit Sector: A Research Handbook*, 2nd edition. New Haven: Yale University Press.
2. **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.
3. **Nonprofit Management & Leadership** is an academic journal that publishes articles on nonprofit management and leadership. 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** delivers the latest news and investigative reports for nonprofit organizations. <http://nonprofitquarterly.org>
6. **Stanford Social Innovation Review** is a magazine and website that covers cross-sector solutions to global problems. Can be accessed online via UNM library <http://ssir.org>
7. **National Center for Charitable Statistics** is the national repository of data on the nonprofit sector in the United States. Its mission is to develop and disseminate high quality data on nonprofit organizations and their activities for use in research on the relationships between the nonprofit sector, government, the commercial sector, and the broader civil society. <http://nccs.urban.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 All students are expected to attend class regularly, complete assigned readings before class and actively participate in classroom discussions. At the end of the semester, class participation is graded based on the class participation rubric available on *UNM Learn*. Since this course will be conducted as a seminar, your attendance and participation are absolutely essential. I am, however, well aware of the

potential negative effects of external factors on your learning or the possibility that you may be facing a tough time or an illness. I will require a written proof from your physician or your supervisor for an accommodation. Any other absences will result in a 3-point penalty (per absence) off the total grade.

Weekly Response Papers Starting from session 2, you are required to submit a weekly response paper that **1) discusses the readings** and **2) analyzes the assigned case study**. The paper should **NOT** be a summary of the readings. Rather it serves as an opportunity for you to demonstrate your analytical skills. You are expected to use the weekly readings to inform and guide the case analysis.

The paper should be one-page (1-inch margins, single-spaced, Times New Roman, 12-font). It should be submitted to *UNM Learn* by *noon every Tuesday*. After 12pm, I will deduct 1 point per hour until there are no points left. There are *12 response papers* in total for the semester. Each response paper is worth 4 points in the final grade calculation.

Final Paper You are required to write a final paper at the end of the semester. This is an individual project. You can choose from following two options:

Option A: A Case Study of A 501(c)(3) Nonprofit Organization

If you choose this option, you need to conduct a case study of a nonprofit organization and provide an analysis of the organization focusing on **ONE** of the thirteen main themes discussed in class (i.e. mission, strategic management, board governance, executive leadership, managing employees, managing volunteers, marketing, fundraising, social enterprise, government contracts, collaboration, advocacy, and performance).

In order to conduct the analysis, you need to obtain access to a nonprofit of your choice and collect information by interviewing 1-2 employee(s) of the organization (required) and reviewing relevant documents (if needed). The paper should have 10-12 double-spaced pages (Times New Roman, 12-point font, and 1-inch margins). The paper should consist of following elements:

- 1) Introduction: introduce the paper and identify its focus on one of the topical areas. (10%)
- 2) Background section: a description of the background of the organization, including its brief history, mission, and programs. (10%)
- 3) A discussion of concepts or theories related to your chosen topic. (15%)
- 4) A brief discussion of data collection. In other words, how do you collect the

- information (e.g. individual interview; focus group; observation; document review) (10%).
- 5) A discussion of the nonprofit in the chosen topical area (40 %).
 - 6) Conclusion (10%).
 - 7) References (5%).

Option B: A Review of Literature on A Nonprofit Management Topic

If you choose this option, you need to write a literature review on ONE of the thirteen nonprofit themes discussed in class. The paper should not repeat the content that were cover in class; rather, it should go above and beyond and provide an in-depth examination of a topic, concept, theory, or managerial practice of nonprofit organizations. There is no specific format requirement for the paper. But the paper should review at least 10-12 academic articles and it should include introduction, purpose, conclusion, and references (appendix including tables, figures, and endnotes if applicable). The paper should have 10-12 double-spaced pages (Times New Roman, 12-point font, and 1-inch margins).

A One-Page Proposal You need to submit a one-page proposal in mid-semester that identifies the topical interest and briefly outlines the paper. You need to clearly state which option you choose at the beginning of the proposal.

PowerPoint Presentation PowerPoint slides are due by midnight before the day of the presentation. You must post the PowerPoint slides on Discussion Board on UNM Learn. The Power-Point document should include all key elements of the paper. The presentation should take 8-10 minutes. Please practice and time yourself before the presentation. There will be a 3-5 minutes Q&A session after each presentation. The presentation will be graded on both the quality of the paper and of the presentation itself.

Final paper should be submitted on UNM Learn under Assignment. After midnight, I will deduct 10% of the total points for paper submitted and 20% after 1:00 am until there are no points left.

*****All the due dates are marked in the table of course schedule.**

Class Policies

Laptops, Tablets, and Cell Phones Use. *These technology devices CANNOT be used during the class unless otherwise approved!* A recent study conducted by MIT scholars found that the use of computer has a significant negative impact on student

performance in class <http://seii.mit.edu/wp-content/uploads/2016/05/SEII-Discussion-Paper-2016.02-Payne-Carter-Greenberg-and-Walker-2.pdf> .

Please turn off cell phones 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/aponline.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.

In an effort to meet obligations under **Title IX**, UNM faculty, Teaching Assistants, and Graduate Assistants are considered "responsible employees" by the Department of Education (see pg 15 - <http://www2.ed.gov/about/offices/list/ocr/docs/qa-201404-title-ix.pdf>). This designation requires that any report of gender discrimination which

includes sexual harassment, sexual misconduct and sexual violence made to a faculty member, TA, or GA must be reported to the Title IX Coordinator at the Office of Equal Opportunity (oeo.unm.edu). For more information on the campus policy regarding sexual misconduct, see: <https://policy.unm.edu/university-policies/2000/2740.html>

Grading

Class Participation and Discussion	22%
Weekly Response Paper	48%=12x4%
Final Paper	20%
Final Paper Presentation	10%
Total	100%

Course Schedule

Date	Session Theme and Readings
Aug 21	Session 1: Introduction and Course Overview
Aug 28	<p>Session 2: Understanding the Nonprofit Sector</p> <ul style="list-style-type: none"> ➤ Michael J. Worth. 2016. Chapter 2 & 3 ➤ Readings on “How to start a Nonprofit Organization” ➤ Case study: Case 2.2, 3.1, and 3.2 in Worth (2016) Chapter 2&3 ➤ <i>Optional: The Jossey-Bass Handbook, Chapter 1 & 2</i> ➤ <i>Optional: Lina Piana, “Tools for Assessing Start-up Organizations”</i>
Sep 4	<p>Session 3: Nonprofit Mission and Strategy</p> <ul style="list-style-type: none"> ➤ Michael J. Worth. 2016. Chapter 7. ➤ Sharon M. Oster, Chapter 2 The Mission of the Nonprofit Organization, <i>Strategic Management for Nonprofit Organizations</i>, 1995. ➤ Sharon M. Oster, Chapter 3 Structural Analysis of a Nonprofit Industry, <i>Strategic Management for Nonprofit Organizations</i>, 1995. ➤ The Case Study is posted on UNM Learn with this week’s readings. ➤ <i>Optional: Michael Edwards, Small Change: Why Business Won’t Save the World, 2010.</i>

Sep 11 Session 4: Board of Directors and Organizational Governance

- Michael J. Worth. 2016. Chapter 4. Nonprofit Governing Boards
- Richard P. Chait and Barbara E. Taylor. Charting the Territory of Nonprofit Boards, *Harvard Business Review*, No 89101.
- Judith Milleson, Who Owns Your Nonprofit? *The Nonprofit Quarterly*, September 21, 2002.
- The Case Study is posted on UNM Learn with this week's readings.

Sep 18 Session 5: Executive Leadership

- Michael J. Worth. 2016. Chapter 5: Executive Leadership,
- Tim Wolfred, "Stepping Up: A Board's Challenge in Leadership Transition," *The Nonprofit Quarterly*, Summer 2005, supplement, pp. 1-5.
- James Morgan, "Study Finds Nonprofit Leaders More Effective than Corporate Heads," *The Nonprofit Quarterly*, January 7, 2008.
- Karen Gaskins Jones, "Preparing an organization to sustain capable leadership."
- Case study: Course Pack: "A Multiplicity of Roles": The Chicago Museum Case

Sep 25 Session 6: Managing, Motivating, and Keeping Employees and Volunteers

- Michael J. Worth. 2016. Chapter 9. Managing Staff and Service Volunteers
- Sharon M. Oster, "Human Resource Management," *Strategic Management for Nonprofit Organizations*, 1995, pp. 65-74.
- Paul Light, "The Content of their Character: The State of the Nonprofit Workforce", *The Nonprofit Quarterly*, September 21, 2002
- Jennifer Woodill, "Volunteer Management: Once More with Meaning", *The Nonprofit Quarterly*, March 21, 2008.
- Case study: Course Pack: Generations Incorporated Case

Oct 2 Session 7: Marketing and Public Relation

- Michael J. Worth. 2016. Chapter 10. Marketing and Communications
- Nathalie Kylander and Christopher Stone, "The Role of Brand in the Nonprofit Sector," *Stanford Social Innovation Review*, Spring 2012
- Carlo M. Cuesta and Padraic Lillis, "Your Promise is Your Brand: How to Work It," *The Nonprofit Quarterly*, September 21, 2005.
- Case study: Course pack: The Broach Theater

Oct 9 Session 8: Fundraising

- Michael J. Worth. 2016. Chapter 13. Philanthropic Fundraising.
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- Editors, "The Enduring Connection: Individual Donors and Nonprofit Organizations," *The Nonprofit Quarterly*, Summer 2005.
- Sasha Dichter, "In Defense of Raising Money: A Manifesto for Nonprofit CEOs"
- Case study: Course pack: Dana-Farber Cancer Institute: Development Strategy

One-page proposal is due by noon on UNM Learn

Oct 16 Session 9: Creative Revenue Generation and Social Enterprise

- Michael J. Worth. 2016. Chapter 14 Earned-Income Strategies.
- Greg Dees, "Enterprising Nonprofits," *Harvard Business Review*, January 1998, 55-67.
- William Foster and Jeffrey Bradach, "Should Nonprofits Seek Profits"?, *Harvard Business Review*, February 2005, Volume 83, Issue 2.
- 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: Course pack: New Life

Oct 23 Session 10: The Challenge of Government Contracts

- Michael J. Worth. 2016. Chapter 15 Government Grants and Contracts
- Steven Rathgeb Smith "Government and Nonprofits: Turning Points, Challenges, and Opportunities", *The Nonprofit Quarterly*, September 21, 2009
- David M. Van Slyke, "Agents or Stewards: Using Theory to Understand the Government-Nonprofit Social Service Contracting Relationship," JPART, 2007.
- Boris et al, "Human Service Nonprofits and Government Collaboration", Urban Institute, 2010. (Skim)
- *No assigned case study this week. The response paper focuses on only the readings.

Oct 30 Session 11: Partnerships, Mergers and Collaborations

- Michael J. Worth. 2016. Chapter 8 Collaborations, Partnerships, and Mergers.
 - Francie Ostrower, "The Reality Underneath the Buzz of Partnerships: The Potentials and Pitfalls of Partnering". *Stanford Social Innovation Review*, Spring 2005, pp. 34-41
 - Jane Wei-Skillern and Sonia Marciano "The Networked Nonprofit," *Stanford Social Innovation Review*, Spring 2008.
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- Stephanie Strom, "Charities Trying Mergers to Improve Bottom Line," *The New York Times*, November 11, 2007
 - Case study: Course pack: Nonprofit Mergers
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Nov 6 Session 12: Managing the External Environment

- Michael J. Worth. 2016. Chapter 11 Advocacy and Lobbying.
 - Tim Delaney, Substantial Activity: Building Nonprofit Political Heft, *The Nonprofit Quarterly*, Winter 2008, pp.50-53
 - Susie Brown, "Squeamish Nonprofit Boards: How to Move Them to the Big Policy Questions," *The Nonprofit Quarterly*, March 6, 2012.
 - The Case Study is posted on UNM Learn with this week's readings.
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Nov 13 The class does not meet this week.

Nov 20 Session 13: Evaluating the Effectiveness of Nonprofit Organizations

- *The Jossey-Bass Handbook*, Chapter 15 "Outcome Assessment and Program Evaluation,"
 - *The Jossey-Bass Handbook*, Chapter 16 "Evaluating the Effectiveness of Nonprofit Organizations,"
 - Marc J. Epstein and Kristi Yuthas, "Measuring and Improving Social Impacts: A Guide for Nonprofits, Companies, and Impact Investors," *Stanford Social Innovation Review*, June 5, 2014.
 - Case study: Course pack: Measured Approach
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Nov 27 Session 14: Student Presentations I

PowerPoint slides are due by midnight Nov 26.

Dec 4 Session 15: Student Presentations II

PowerPoint slides are due by midnight Dec 3.

Final papers are due by midnight Dec 4.
