

Nonprofit Governance

PADM 538, Spring 2025

Instructor: James Jimenez, MPA

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Office Hours: Thursday 4:00-5:00 pm SSCO 3010 or by
appointment

Class Meeting Day: Thursdays 6:00-8:45pm

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, diversity in the sector, marketing, fundraising, social enterprise, collaboration, and performance measurement.

Course Objectives:

- 1) Describe operations and relationships among major actors in the U.S. nonprofit ecosystem.
- 2) Assess the design and performance of nonprofits in internal operations and external relationships.
- 3) Understand the history, major events and trends in the nonprofit ecosystem.

Student Learning Outcomes:

- 1) Describe the unique nature and role of the nonprofit sector in the United States.
- 2) Describe 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.
- 4) Assess the effectiveness of donative/marketing operations, government and funder advocacy, and market-based social enterprises.

Required Readings

1. Required textbook: Renz, David O. (editor) & Associates. 2016. *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, 4th edition. San Francisco, CA: Jossey-Bass.

The book is available online via UNM library:

<https://ebookcentral.proquest.com/lib/unm/detail.action?docID=4643512>

All other readings are available in UNM Canvas or through UNM Library.

Communication Response Time

I will respond to messages received via email within 72 hours. I will probably respond earlier, but if you do not receive a reply from me within 72 hours, please re-send your message.

Grading and Feedback Time

Grades will be posted on UNM Canvas within 10 calendar days of the due date.

Recommended Resources

1. ***The Nonprofit Quarterly*** delivers the latest news and investigative reports for nonprofit organizations. <http://nonprofitquarterly.org>
2. ***The Chronicle of Philanthropy*** <https://www.philanthropy.com>
3. ***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>
4. ***Nonprofit Management & Leadership*** is an academic journal that publishes articles on nonprofit management and leadership. Can be accessed online via UNM library.
5. ***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.
6. ***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>
7. ***BoardSource*** is a website dedicated to helping nonprofit executives and board lead justly and with purpose. <https://boardsource.org/>
8. ***Blue Avocado*** is a monthly magazine that provides practical, tactical tips to nonprofit leaders. <https://blueavocado.org/>

Class Participation

Class Participation All students are expected to attend class regularly, complete assigned readings before class and actively participate in classroom discussions. 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. It is your responsibility to inform me (when feasible) when you must miss a class. Absences beyond the first one will result in a 1-point penalty (per absence) off the total grade.

Zoom Students Decorum Guidelines Students taking the course through the Zoom software platform have some additional requirements that they must fulfill to receive full credit in the course. These expectations are due to the nature of distance education through a distributed format that relies on internet-based virtual presence rather than physical attendance. Students that do not meet these expectations may be dropped from the class. These expectations include:

Working Digital Equipment – Distance students must have access to a computer with a working camera and access to the internet. The available internet bandwidth must be robust enough to support both simultaneous voice and video in Zoom.

Leaving Camera On – as a seminar class, which requires active participation, you are expected to leave your camera on during class sessions. For attendance purposes, distance students must be connected to the internet with the computer's camera on for the entire session: students not visible to the instructor will not be considered in attendance.

Appropriate Location – Distance students must find a suitable and quiet location that is free of noise and interruption when attending class. This location may be in an office or domicile, but other business or engagement may not be conducted during the class session. It is expected that distance students will devote their attention to class while it is in session.

Appropriate Dress – Distance students should remember that they will be visible to the instructor and other students during the class session. So, they should take care to dress appropriately. Business wear is not required, but lounge or bed wear is discouraged.

Other Activities – Distance students should behave as if they were in the classroom. So, they should not engage in activities that do not take place in the classroom setting.

Graded Activities

Class Participation (10%). All students are expected to attend class regularly, complete assigned readings before class and actively participate in classroom discussions. Since this course will be conducted as a seminar, your attendance and participation are absolutely essential. If you ever miss a course, please watch the recording in the UNM Canvas.

Discussion posts (20%). There will be four discussion topics posted in Canvas. I will post questions from the readings or class discussion for that week for you to respond to in the Discussions function in Canvas. You are expected to provide your thoughts and to respond to comments from your classmates. This assignment is designed to provide structure and discipline to your interactions with readings assigned for the course. You will get more out of the process by taking notes while reading and by reflecting on the core message(s) of each reading afterward. You will also be better prepared to contribute to class discussions through clarifying and probing questions and sharing your interpretation of readings.

Reading Reflection (10%). This discussion leadership opportunity is designed to let you lead a class discussion on a nonprofit topic. You have two options: (1) the topic may be based on an outside academic readings (peer reviewed nonprofit journals, or from high-quality practice/industry sources, such as Nonprofit Policy Forum, Albuquerque Journal, The Denver Post, Wall Street Journal, **published within last ten years**), or (2) it may be based on one of the chapter readings in the Renz textbook. The discussion leader needs to provide a brief summary of the outside readings, including research questions, analytical methods, and main findings, highlight any connections with the assigned readings, or implications for NM's nonprofit sector, and raises three or four questions for the class to discuss. **A Powerpoint presentation is required. The discussion leader should email the instructor their readings and discussion questions two days before their assigned class to get the instructor approval.**

Midterm Case Analysis Memo (20%)

The purpose of the case analysis is to critically and systematically analyze a case from the topics covered in class before the midterm break. The requirements for case analysis are as follows:

Use the following memo heading format:

- o **Date:**
- o **To:** Professor Jimenez
- o **From:**
- o **Re:**
- Paragraph 1: Succinctly state the situation and identify the problem. Why are you writing this memo? Use the heading: **The Situation.**
- Paragraph 2: Briefly state your recommendation(s). Be specific. Use the heading: **Recommendations.**

- Body paragraphs: State the relevant arguments in support of your recommendation. Why are you making this recommendation? What are the likely consequences or impacts of your recommendation? Address at least one potential weakness of your recommendation. What else could be done and why aren't you recommending that course of action? Use the headings: **Analysis, Likely Consequences, Risk of Recommendations, and Other Options Not Recommended.**
- You should draw on your knowledge of general public and nonprofit management principles, course readings (especially those assigned for that weekly topic) and possibly class discussions. Be clear about the basis for your recommendation by referencing scholarly sources. You may cite course readings or other quality sources such as peer reviewed journal articles or books. Include the author's name and date in parentheses for all sources and full reference information if citing an outside source. use APA citation and reference, for examples and guideline of APA in-text citations, see <https://guides.libraries.psu.edu/apaquickguide/intext>
- Unless it is absolutely necessary, avoid direct quotation. Use your own words to paraphrase the expressed ideas in the case.
- Submit the case analysis double-spaced, not to exceed 4 pages in length.
- Grading will be based on your presentation of a logical argument, the extent to which you follow the guidelines above, and clear, error-free writing.

Midterm Case Analysis Presentation (5%)

PowerPoint (or other presentation software) slides are due by midnight March 12. The PowerPoint document should summarize the key elements of the paper. The presentation should take no more than 10 minutes. Please practice and time yourself before the presentation. The presentation will be graded on both the quality of the memo, and the presentation. All presentations will be scheduled for March 13.

Final Paper (25%)

Students are required to write a final paper, which is due at the end of the semester. This is an individual project. You can choose from the 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 focusing on **ONE or TWO** of the thirteen main themes discussed in the classes (*i.e. mission, strategic management, board governance, executive leadership, managing employees, managing volunteers, marketing, fundraising, social enterprise, government contracts, collaboration, competition, advocacy, and effectiveness*). Within the chosen theme, you will identify a specific topic or question for examination. To collect the information on your chosen topic, you'll obtain access to a nonprofit of your choice and interview 1-2 employee(s) of the organization (required) and review 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 must consist of following elements:

- 1) **Introduction:** introduce the paper, identify its topical areas, and raise the question(s) the paper aims to answer.
- 2) **Background:** a description of the background of the organization, including its brief history, mission, and programs.
- 3) **Literature review:** A review of concepts, theories, and studies related to your chosen topic.
- 4) **Methods:** A brief discussion of data collection. In other words, how do you collect the information (e.g. individual interview; focus group; observation; document review, key interview questions).
- 5) **Findings and Discussion:** A discussion of the nonprofit in the chosen topical area. The discussion should adequately address the question(s) raised in the introduction.
- 6) **Conclusion.**
- 7) **References in APA style.**
- 8) **Appendix including tables, figures, and endnotes if applicable.**

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

If you choose this option, you must write a literature review on **ONE or TWO** of the nonprofit themes discussed in the class. The paper should not repeat the content that was covered in class; rather, it must 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 an introduction, identify its topical areas, and raise the question(s) the paper aims to answer through reviewing literature, conclusion, and references in APA style (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).

Final Project Proposal Students are required to submit a proposal (~300 words) by April 3, which identifies the topic, states the research question(s), and discusses why this topic is important or why you are interested in it. Please clearly state which option you choose at the beginning of the proposal.

PowerPoint Presentation (10%) Whether you choose Option A or Option B, you must prepare a PowerPoint (or other presentation software) presentation and present your findings to the class. Your slides are due by midnight May 8. You must post the PowerPoint slides in Canvas. 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.

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>

Grading

Class Participation	10%
Discussion Posts (4)	20%
Reading Reflection	10%
Midterm Case Analysis	20%
Midterm Case Presentation	5%
Final Paper	25%
Final Paper Presentation	10%
Total	100%

Academic Integrity. Academic integrity encompasses the core values and basic principles of honesty and responsibility that govern our practices as scholars, researchers, and creative artists in the university. Unfortunately, incidents of academic dishonesty, especially plagiarism, have been increasing throughout colleges and universities in the United States. Plagiarism is the act, intentional or unintentional, of using other people’s words or ideas as your own. This trend in part results from the ready availability of papers and resources on the Internet. The university, college, department, and I expect you to write your own papers and to provide full and accurate citations for any specific ideas or language—words, phrases, sentences—that you take from outside sources, including the Internet. Refer to the **UNM Pathfinder** and the **UNM Catalog** for the university’s policy on Academic Dishonesty. Following the guidelines of UNM policy, any act of academic dishonesty in this class will be reported to the department and to the Dean of Student’s office and may result receiving an F on the assignment, dismissal from class with a final grade of F, and even suspension or expulsion from the university, depending upon the severity of the violation.

Academic Dishonesty and Plagiarism Policy. Academic dishonesty includes cheating, fabricating or falsifying information or sources, improper collaboration, submitting the same paper for different classes without permission, and plagiarism. Plagiarism occurs when writers deliberately or unintentionally use another person’s language, ideas, or materials and present them as their own without properly acknowledging and citing the source. Familiarize yourself with UNM’s **Student Code of Conduct** and **UNM’s policies** on academic dishonesty.

Plagiarism. Plagiarism is taking credit for someone else’s work whether deliberately or unintentionally. This includes but is not limited to turning in all or part of an essay written by someone other than yourself (a friend, an Internet source, etc.) and claiming it as your own, and including information or ideas from research material without citing the source. The University of New Mexico considers plagiarism a serious form of academic dishonesty. Avoid plagiarism by carefully and correctly citing your sources whenever you use someone else’s words, equations, graphics, or ideas. If you are unsure of something and are worried you may be

plagiarizing, come see me, or go to CAPS. Plagiarism in this course results in one or more of the following consequences: failure of the assignment, failure of the course, and/or disciplinary action by the University. Cite sources carefully, completely, and meticulously; when in doubt, cite. Consult [UNM's Plagiarism Guidelines](#), the Pathfinder for UNM's [Student Code of Conduct](#) and the Dean of Student's [Academic Integrity/Honesty](#) for more information.

Forms of plagiarism include, but are not limited to, the following:

- Use of direct quotations without the use of quotation marks and referencing of the source of the quotation.
- Incorrect paraphrasing information without proper citation of the source.
- Failure to provide adequate citations for material used.
- The purchase of a scholarly paper or any other academic product from the Internet or any other commercial sources and submitting it as your own work.
- Downloading work from the Internet and submitting it without citation.
- Directly copying and pasting from any source, electronic or written, into any academic assignment without explicit citation of the original source.
- Submission of a work product from a previous course for credit in a current course without direct permission of the instructor.

You can also create a free account at (<http://ithenticate.unm.edu/>) to pre-check your papers before your online submission at Canvas.

COVID-19 Health and Awareness.

UNM is a mask friendly, but not a mask required, community. To be registered or employed at UNM, Students, faculty, and staff must all meet UNM's [Administrative Mandate on Required COVID-19 vaccination](#). If you are experiencing COVID-19 symptoms, please do not come to class. If you have a positive COVID-19 test, please stay home for five days and isolate yourself from others, per the [Centers for Disease Control \(CDC\) guidelines](#). If you do need to stay home, please communicate with me at jjimen03@unm.edu I can work with you to provide alternatives for course participation and completion. UNM faculty and staff know that these are challenging times. Please let me, an advisor, or another UNM staff member know that you need support so that we can connect you to the right resources. Please be aware that UNM will publish information on websites and email about any changes to our public health status and community response.

Support:

[Student Health and Counseling \(SHAC\)](#) at (505) 277-3136. If you are having active respiratory symptoms (e.g., fever, cough, sore throat, etc.) AND need testing for COVID19; OR if you recently tested positive and may need oral treatment, call SHAC.

[LoboRESPECT Advocacy Center](#) (505) 277-2911 can offer help with contacting faculty and managing challenges that impact your UNM experience.

Accommodations: UNM is committed to providing equitable access to learning opportunities for students with documented disabilities. As your instructor, it is my objective to facilitate an inclusive classroom setting, in which students have full access and opportunity to participate. To engage in a confidential conversation about the process for requesting reasonable accommodations for this class and/or program, please contact Accessibility Resource Center at arcsrvs@unm.edu or by phone at 505-277-3506.

Support: Contact me at jjimen03@unm.edu and contact [Accessibility Resource Center](#) (<https://arc.unm.edu/>) at arcsrvs@unm.edu (505) 277-3506.

This is a three credit-hour course. Class meets for 150-minute sessions of direct instruction for sixteen weeks during the Spring 2025 semester. Please plan for a *minimum* of six hours of out-of-class work (or homework, study, assignment completion, and class preparation) each week.

Title IX

Our classroom and our university should always be spaces of mutual respect, kindness, and support, without fear of discrimination, harassment, or violence. Should you ever need assistance or have concerns about incidents that violate this principle, please access the resources available to you on campus. Please note that, because UNM faculty, TAs, and GAs are considered "responsible employees" any disclosure of gender discrimination (including sexual harassment, sexual misconduct, and sexual violence) made to a faculty member, TA, or GA must be reported by that faculty member, TA, or GA to the university's Title IX coordinator. For more information on the campus policy regarding sexual misconduct and reporting, please see: <https://policy.unm.edu/university-policies/2000/2740.html>.

Support: [LoboRESPECT Advocacy Center](#), the [Women's Resource Center](#), and the [LGBTQ Resource Center](#) all offer confidential services.

Land Acknowledgement: Founded in 1889, the University of New Mexico sits on the traditional homelands of the Pueblo of Sandia. The original peoples of New Mexico Pueblo, Navajo, and Apache since time immemorial, have deep connections to the land and have made significant contributions to the broader community statewide. We honor the land itself and those who remain stewards of this land throughout the generations and also acknowledge our committed relationship to Indigenous peoples. We gratefully recognize our history.

Citizenship and/or Immigration Status: All students are welcome in this class regardless of citizenship, residency, or immigration status. Your professor will respect your privacy if you choose to disclose your status. As for all students in the class, family emergency-related absences are normally excused with reasonable notice to the professor, as noted in the attendance guidelines above. UNM as an institution has made a core commitment to the success of all our

students, including members of our undocumented community. The Administration's welcome is found on our website: <http://undocumented.unm.edu/>.

Respectful and Responsible Learning: We all have shared responsibility for ensuring that learning occurs safely, honestly, and equitably. Submitting material as your own work that has been generated on a website, in a publication, by an artificial intelligence algorithm, by another person, or by breaking the rules of an assignment constitutes academic dishonesty. It is a student code of conduct violation that can lead to a disciplinary procedure. *Please ask me for help in finding the resources you need to be successful in this course. I can help you use study resources responsibly and effectively.* Off-campus paper writing services, problem-checkers and services, websites, and AIs can be incorrect or misleading. Learning the course material depends on completing and submitting your own work. UNM preserves and protects the integrity of the academic community through multiple policies including policies on student grievances (Faculty Handbook D175 and D176), academic dishonesty (FH D100), and respectful campus (FH CO9). These are in the *Student Pathfinder* (<https://pathfinder.unm.edu>) and the *Faculty Handbook* (<https://handbook.unm.edu>).

Support: Many students have found that time management workshops or work with peer tutors can help them meet their goals. These and are other resources are available through Student Learning Support at the Center for Teaching and Learning.

Connecting to Campus and Finding Support: UNM has many resources and centers to help you thrive, including opportunities to get involved, mental health resources, academic support including tutoring, resource centers for people like you, free food at Lobo Food Pantry, and jobs on campus. Your advisor, staff at the resource centers and Dean of Students, and I can help you find the right opportunities for you.