

Nonprofit Management

PADM 538, Fall 2019

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Office Hours: Tuesdays 4:00 – 5:00 pm (virtual office hour)

Thursdays 2:00 – 3:00 pm (in-office)
or by appointment

Class Meeting Day(s): Thursdays 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) 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.

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&usrid=SAQa%2foxndKk%3d&tstamp=1439398061&id=16CE78CC4EA65190CE02FBA0178FA95D2DA5DC5A>

4. All other readings are available in the 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. *The Nonprofit Quarterly* delivers the latest news and investigative reports for nonprofit organizations. <http://nonprofitquarterly.org>
3. *The Chronicle of Philanthropy* <https://www.philanthropy.com>
4. *The Nonprofit Times* <https://www.thenonprofittimes.com>
5. *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>
6. *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.
7. *Nonprofit Management & Leadership* is an academic journal that publishes articles on nonprofit management and leadership. Can be accessed online via UNM library.
8. *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.
9. *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>
10. *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

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 in the 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 (Granting absence without a written proof is at the professor's discretion).

Any other absences will result in a 1-point penalty (per absence) off the total grade. If you ever miss a course, please watch the recording in the UNM LEARN.

Zoom Students Decorum Guidelines Students taking the course through the Synchronous On-line modality (Distance Education using 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. 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. Formal or 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.

Assignments

Weekly Response Papers

Starting from session 2, you are required to submit a weekly response paper that **1) reflect on the readings** and **2) analyzes the assigned case study by addressing the case discussion**. 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 Thursday**. After 12pm, I will deduct 1 point per hour until there are no points left.

There are **11 response papers** in total for the semester:

- 1) In the week that you lead the discussion, you do not need to submit the response paper. You will automatically receive 4 points for leading the discussion. More instructions about signing up to be the discussion leaders are given in the first session. If you miss the first session, please watch the recordings in the UNM LEARN.
- 2) You can miss one paper without getting points deducted.
- 3) Each response paper is worth 4 points in the final grade calculation; the total points of the weekly papers are 40.

Nonprofit News Report Presentation

For this project, you will be responsible for giving a presentation about recent news stories that happened in the nonprofit sector. Depending on the week that you are scheduled to present, You will find 1 or 2 recent news articles about nonprofit organizations that are consistent with the theme of that week's discussion. For instance, we will discuss nonprofit mission and strategy in session 3, the news articles you will be presenting in that week should be about nonprofit mission and strategy.

You do not need to write a paper but only do a 5-minute PowerPoint presentation at the beginning of class. You, however, will need to submit your PowerPoint slides along with a PDF version of the news article(s) in the UNM LEARN, which are due by Thursday @ 12:00 pm. Detail instructions are given in the first session and can be found under the Assignments tap in the UNM LEARN. If you miss the first session, please watch the recordings in the UNM LEARN.

Final Paper

Students 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 focusing on **ONE** 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, advocacy, and performance*). 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 should consist of following elements:

- 1) Introduction: introduce the paper, identify its topical areas, and raise the question(s) the paper aims to answer. (10%)
- 2) Background: a description of the background of the organization, including its brief history, mission, and programs. (10%)
- 3) Literature review: A review of concepts, theories, and studies related to your chosen topic. (15%)
- 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) (10%).
- 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 (40 %).
- 6) Conclusion (10%).
- 7) References in APA style (5%).
- 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 need to write a literature review on ONE of the thirteen nonprofit themes discussed in the classes. 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 an introduction that introduces the paper, identify its topical areas, and raise the question(s) the paper aims to answer through reviewing literature (10%), conclusion (10%), and references in APA style (5%) (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 (400 words) in mid-semester that identifies the topical interest, states the research question(s), and discusses why this topic is important to study or why you are interested in it. 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 in the 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 in the 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/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.

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

Attendance	10%
Class Participation	15%
Nonprofit News Report Presentation	5%
Weekly Response Paper	40%=10x4%
Final Paper	20%
Final Paper Presentation	10%
Total	100%

Course Schedule

Date	Session Theme and Readings
Aug 22	Session 1: Introduction and Course Overview
Aug 29	Session 2: Understanding the Nonprofit Sector <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 5	Session 3: Nonprofit Mission and Strategy <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 in the UNM Learn with this week’s readings.

- Optional: Michael Edwards, *Small Change: Why Business Won't Save the World*, 2010.

Sep 12 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 Millison, Who Owns Your Nonprofit? *The Nonprofit Quarterly*, September 21, 2002.
- The Case Study is posted in the UNM Learn with this week's readings.

Sep 19 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.
- Karen Gaskins Jones, "Preparing an organization to sustain capable leadership."
- Case study: Course Pack: "A Multiplicity of Roles": The Chicago Museum Case

Sep 26 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 3 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 10 Fall break

Oct 17 Session 8: Fundraising

- Michael J. Worth. 2016. Chapter 13. Philanthropic Fundraising.
 - 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"
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- Case study: Course pack: Dana-Farber Cancer Institute: Development Strategy

Final project proposal is due by noon, please submit it in the UNM Learn.

Oct 24 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 31 Session 10: Partnerships, Mergers and Collaborations

- Michael J. Worth. 2016. Chapter 15 Government Grants and Contracts
- 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.
- Case study: Course pack: Nonprofit Mergers

Nov 7 Session 11: 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 in the UNM Learn with this week’s readings.

Nov 14 Session 12: 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

Nov 21 The class does not meet this week. ARNOVA conference.

Nov 28 **Happy Thanksgiving!**

Dec 5 **Session 13: Student Presentations I**

Final papers are due by Dec 4 11:59 pm.
PowerPoint slides are due by Dec 4 11:59 pm.

Dec 12 **Session 14: Student Presentations II**

Final papers are due by Dec 11 11:59 pm.
PowerPoint slides are due by Dec 11 11:59 pm.
