

Maxine Goodman Levin College of Urban Affairs
Cleveland State University

PAD 550/NAL 550
INSTITUTIONAL DEVELOPMENT OF
THE NONPROFIT ORGANIZATION
FALL 2007

M 6:00PM-9:50 PM
UR 241

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Office Hours: Monday and Tuesday 3:00-5:00pm
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Seminar Description:

While the effective management of public, private, and nonprofit organizations share some key elements, this course focuses on topics that are unique to the nonprofit sector. Some of these issues arise because of the nature of the sector, such as the volunteer nature of nonprofit boards of directors or the inevitable tension between organizational mission and funders' demands. Others are included because of the significant changes in the nonprofit sector during the last twenty-five years. Increased involvement in public policymaking, enlarged roles in implementing public initiatives, the more cohesive identity of the sector as a defined piece of the economy and administrative state, and the heightened professionalism demanded by funders all converge to make the day-to-day management of nonprofit organizations in the twenty-first century a challenging task.

This course is designed to provide you with an opportunity to think through some of these issues. It will provide some context that will help you more clearly understand the conditions that you observe either working in a nonprofit organization today, in the future, or in studying or interacting with nonprofit organizations. It will also help you consider the appropriate management actions in ambiguous and complex situations.

As a result, this course combines substantive readings about nonprofit organizations and management issues with case exercises and activities. In this way, we will enjoy a rich array of information in our analysis of nonprofit management and governance.

Teaching Method and Required Materials

The teaching method used in this course is based on an active learning model. This model requires that students prepare before class by reading the substantive articles, preparing the cases assigned, and come to class ready to engage in lively conversation.

Required Texts:

Ott, J. Steven, ed. 2001. *Understanding Nonprofit Organizations: Governance, Leadership, and Management*. Boulder, CO: Westview Press.

Smith, Bucklin, and Associates, Inc. 2000. *The Complete Guide to Nonprofit Management, 2nd edition*. New York, NY: John Wiley and Sons, Inc.

Golembiewski, Robert T. and Jerry G. Stevenson. 1998. *Cases and Applications in Nonprofit Management*. Itasca, IL: F.E. Peacock Publishers, Inc.

In addition, there will be readings posted on Electronic Reserve. Blackboard will also be used to post course assignments, class PowerPoints, and other documents.

Course Requirements:

Students in this class will need to fulfill the following requirements:

- 1) Complete all the reading assignments. Come to class prepared with questions to ask of the instructor and fellow students from the reading assignments. Class sessions will not necessarily summarize the readings but rather will provide more information on the topic and encourage application.
- 2) Participate in class discussions, including case analysis and debate. Participation will be graded on the quality of your contributions, not the quantity. Hallmarks of good participation include: a) risk taking, presenting an opposing view or a different interpretation of the data b) listening, trying to understand what others are saying and why they are saying it c) bringing your own work-related experiences when relevant into discussions and d) monitoring your own participation in terms of both amount and quality. *If you experience difficulty speaking in class, please see me early in the term so that we can develop ways to help you participate.*
- 3) Complete the following written assignments on time. Late work will be penalized five points per 24 hour period or fraction thereof:

- Case Memos: Students will be required to complete 2 brief case memos (2-3 pages single spaced) on the cases assigned throughout the term. More information on these memos will be provided on the first day of class.
- Midterm Assignment: Students will be required to complete a midterm assignment on a selected topic. Students must choose a topic from the provided list and select 3 research articles on the topic from the specified journals. Students should explore the findings of the articles, the applicability of the articles to practice, and explore what research is needed to further our understanding on the selected topic. More information on the midterm assignment will be provided on the first day of class.
- Create Your Own Nonprofit Project: Students will be called upon to design their own nonprofit organization. Each student will present his or her nonprofit organization to the class during the final exam period. More information on this project will be provided on the first day of class.
- Final Exam: Students will be required to complete a take-home final examination covering the material discussed throughout the term.

Grading Distribution and Criteria of Evaluation

A student's grade will be determined according to her/his participation in class discussion (including case analysis and simulations) and performance on the written assignments. The following weights will be used to determine final grades for the course:

- Participation, 15%
- Case Memos, 20%
- Nonprofit Project 25%
- Final Examination, 25%
- Midterm Project, 15%

Participation will be assessed according to:

- Thorough preparation of case materials
- Engagement with class case analysis
- Thoughtfulness of class contribution

The *Case Memos* will be assessed according to:

- Thoroughness of the response
- Persuasiveness of argumentation
- Ability to address the central dynamics in the cases
- Writing style and mechanics (free of spelling, typographical, and grammatical errors)

The *Midterm Project* will be assessed according to:

- Coverage and/understanding of the research articles
- Cohesion of the discussion on the major findings of the articles (need to be able to bring the various findings together)
- Ability to apply the research to practice
- Ability to understand the gaps in the research and propose new issues
- Writing style and mechanics (free of spelling, typographical, and grammatical errors)

The *Nonprofit Project* will be assessed according to:

- Creativity of your organizations
- Comprehensiveness in addressing the requirements of the project
- Feasibility of the organization
- Writing style and mechanics (free of spelling, typographical, and grammatical errors)

The *Final Examination* will be assessed according to:

- Degree of analytical thinking demonstrated
- Ability to link course materials to your analysis
- Persuasiveness of argumentation
- Writing style and mechanics (free of spelling, typographical, and grammatical errors)

The grading scale used for the assignments (and the class) is the following:

A: 93-100	B-: 83-80
A-: 90-92	C+: 77-79
B+: 87-89	C: 76-74
B: 86-84	C-: 73-70

My Policies and Procedures:

1) Attendance in class is crucial (I will keep track). Especially due to the nature of holidays in the fall semester, students should miss no more than one class. I understand that issues can arise in life, but you should endeavor to attend all classes. Failure to attend the majority of classes may result in a lower grade. In addition, when you are going to miss class, you should make sure to notify me by phone or e-mail.

2) I do not discuss grades or class performance over e-mail. You are welcome to e-mail me with questions concerning course material or assignments; however, to discuss your performance in class and/or grades, you must telephone me or come to my office to discuss the matter in person.

3) Incompletes are reserved solely for emergency situations. I recognize that students often have a variety of pressures in their jobs and lives. However, to receive an incomplete in the class, you must have completed a majority of the course material. Therefore, if you are experiencing challenges in completing the course, come speak with me sooner rather than later to discuss options.

4) I follow university procedures concerning academic integrity and plagiarism. Please see <http://www.csuohio.edu/studentlife/conduct/acadregs.html> for more detail.

Overview of Course Schedule		
Week One	Introduction	August 27 th
Week Two	NO CLASS-Labor Day	September 3 rd
Week Three	Introduction/Legal Environment of the Nonprofit Sector	September 10 th
Week Four	Governance-Board of Directors and Executive Directors	September 17 th
Week Five	Governance-Board of Directors and Executive Directors	September 24 th FIRST CASE MEMO DUE
Week Six	Fundraising	October 1 st
Week Seven	NO CLASS-Columbus Day	October 8 th
Week Eight	Fundraising/Marketing	October 15 th
Week Nine	Assessing Public Dollars	October 22 nd MIDTERM DUE IN CLASS
Week Ten	Managing in Nonprofit Organizations-People, Money, and Technology	October 29 th
Week Eleven	Managing in Nonprofit Organizations-People, Money, and Technology	November 5 th
Week Twelve	NO CLASS-Veterans Day	November 12 th SECOND CASE MEMO DUE VIA E-MAIL
Week Thirteen	Public/Private Partnerships	November 19 th
Week Fourteen	Accountability and Performance in Nonprofit Organizations	November 26 th
Week Fifteen	Accountability and Performance in Nonprofit Organizations/Emerging Issues	December 3 rd
Final Exam Period	Presentations	Final Exam and Nonprofit Project Due

Course Readings

(NOTE: Some readings are suggested; this will be indicated. You do not have to read these, but they will help you understand the topics. Also, some topics extend over two class periods. You need to decide how to schedule your reading; however, make sure to have read the case studies for the first class period)

1. Introduction to the Nonprofit Sector

Elizabeth Boris (ND). "Myths about the Nonprofit Sector," Urban Institute.
http://www.urban.org/UploadedPDF/cnp_4.pdf

Golembiewski: Number 8, 9

Case: Who Speaks for Us?

(SUGGESTED) Salamon, Lester M. 2003. *The Resilient Sector: The State of Nonprofit America*. Washington, DC: The Brookings Institution Press. (p. 1-34)

2. The Legal Environment of the Nonprofit Sector

Ott, p. 51-91

Smith, Bucklin, Ch. 14

Golembiewski: Number 3, 19, 31

3. Governance-Boards of Directors and Executive Directors

Smith, Bucklin, Ch. 2

Ott, p. 1-37, 100-107

Case: Confronting Crisis
The Governing Board Faces Rebellion in the Ranks

First Case Memo Due (Sept. 24th)

East Coast Orchestra

Golembiewski: Number 1, 2, 5

4. Garnering Private Dollars: Philanthropy, Federated Funders, and Commercialism

Dees, J. G. 1998. "Enterprising Nonprofits." *Harvard Business Review* p. 55-67.
Ott, p. 175-201, 218-238

Smith, Bucklin, Ch. 5

Case: Investing Donor Dollars at the United Way

5. Marketing and Public Relations

Smith, Bucklin, Ch. 3, 8

Ott, p. 142-157

Arozian, M. 2003. "Branding for Nonprofits." *The Public Manager*.

Golembiewski: Number 15, 25, 26, 32, 33

6. Getting Public Dollars

Ott, p. 239-282

Saidel, J. 1991. "Resource Interdependence: The Relationship Between State Agencies and Nonprofit Organizations." *Public Administration Review* 51(6): 543-553.

Case: Seattle Day Nursery

(SUGGESTED) Alexander, J. 1999. "The Impact of Devolution on Nonprofits: A Multi-Phase Study of Social Service Organizations." *Nonprofit Management and Leadership* 10(1): 57-70.

7. Managing a Nonprofit Organizations-People, Money, and Information Technology

Smith, Bucklin, Ch. 11, 12, 13

Ott, p. 283-308, 329-338

Burt, E. and J. Taylor. 2000. "Information and Communication Technologies: Reshaping Voluntary Organizations?" *Nonprofit Management and Leadership* 11(2): 131-143.

Golembiewski: Number 12, 13, 20, 22, 24, 30

Second Case Memo Due (November 12th)-Choose ONE of the following two cases for your memo

Case: Greenhill Community Center

The Bankruptcy of the San Antonio Symphony

8. Strategic Planning

Smith, Bucklin, Ch. 1
Ott, p. 127-141, 157-166

Golembiewski: Number 29

Case: NPower
Strategic Planning at AIDS Project Los Angeles

9. Public/Private Partnerships

O'Regan, K. M. and S. M. Oster. 2000. "Nonprofit and For-Profit Partnerships: Rationale and Challenges of Cross-Sector Contracting." *Nonprofit and Voluntary Sector Quarterly* 29(1): 120-140.

Austin, M. J. 2003. "The Changing Relationship Between Nonprofit Organizations and Public Social Service Agencies in the Era of Welfare Reform." *Nonprofit and Voluntary Sector Quarterly* 32(1): 97-114.

Stone, M. M. 2000. "Exploring the Effects of Collaborations on Member Organizations: Washington County's Welfare-to-Work Partnership." *Nonprofit and Voluntary Sector Quarterly* 29(1): 98-119.

Golembiewski: Number 11

Case: Government/ Nonprofit Contracting Exercise

(SUGGESTED) Brinkerhoff, D. W. 1999. "Exploring State-Civil Society Collaboration: Policy Partnerships in Developing Countries." *Nonprofit and Voluntary Sector Quarterly* 28(4): 59-86.

10. Accountability and Performance in Nonprofit Organizations

Ott, p. 345-374

Letts, C. W., W. P. Ryan, and A. Grossman. 1999. "Introduction." and "Organizational Performance: The Hidden Engine of Social Impact." *High Performance Nonprofit Organizations: Managing Upstream for Greater Impact*. New York, NY: John Wiley and Sons.

Letts, C. W., W. P. Ryan, and A. Grossman. 1999. "Product Development: Better Ideas and Better Implementation." *High Performance Nonprofit Organizations: Managing Upstream for Greater Impact*. New York, NY: John Wiley and Sons.

Case: Managing a Health Project: HIV/AIDS in Thailand

11. Emerging Issues/Conclusion

Faith-Based Organizations-

De Vita, C. J. and S. Wilson. 2001. "Faith Based Initiatives: Sacred Deeds and Secular Dollars." *Emerging Issues in Philanthropy* Washington, D. C.: The Urban Institute.

Sider, R. J. and H. R. Unruh. 2004. "Typology of Religious Characteristics of Social Service and Educational Organizations and Programs." *Nonprofit and Voluntary Sector Quarterly* 33(1): 109-134.

Jeavons, T. H. 2004. "Religious and Faith-Based Organizations: Do We Know One When We See One?" *Nonprofit and Voluntary Sector Quarterly* 33(1): 140-145.

(SUGGESTED) Netting, F. E. 2004. "Commentary in Typology of Religious Characteristics of Social Service and Educational Organizations and Programs." *Nonprofit and Voluntary Sector Quarterly* 33(1): 135-139.

International NGOs-

Ott, p. 382-402

Golembiewski: Number 4

(SUGGESTED) Kerlin, Janelle. 2006. "U. S. Based International NGOs and Federal Government Foreign Assistance: Out of Alignment?" in E. T. Boris and C. E. Steurle, eds. *Nonprofits and Government: Collaboration and Conflict, 2nd edition*. Washington, DC: The Urban Institute Press. (p. 373-398).

Where Do We Go From Here?

Brooks, Arthur C. 2002. "Can Nonprofit Management Help Answer Public Management's 'Big Questions'?" *Public Administration Review* 62(3): 259-266.