This course provides a panoramic view of today’s nonprofit landscape from the management and leadership perspectives. The course will emphasize the practical realities of nonprofit management and leadership from real-world experience, projects, case studies, and through guest presenters who are leaders and trendsetters in their respective fields.

**Summary of Course Learning Objectives**

Deepened understanding of:
- Current and future issues with which nonprofit managers and leaders must grapple
- Nonprofit organizational dilemmas
- Alternative management and leadership strategies

Increased competence in:
- Writing memos and reports
- Utilizing research techniques for application to practice
- Documenting references accurately and consistently

**Required Course Readings**

2. Readings Packet

Book and Readings Packet are available at Mary Jane Books, 215 Western Avenue, Albany, NY, 12203. Phone: 518-465-2238. maryjane@maryjanebooks.com

**Selected Journals of Interest** (for your reference, not required):

- *Nonprofit and Voluntary Sector Quarterly* - Journal of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), [www.arnova.org](http://www.arnova.org)


Michele McClave, M.S.W., Instructor, RPAD 613 Course Requirements and Grading:

20%  
**Contributions to discussion** (quality more heavily weighted than quantity) and case analysis based on course readings.

**Memos**

Students are required to submit two professional memoranda on a nonprofit management issue of interest to them from the readings or a real life issue from their experience. These memoranda offer students the opportunity to explore the research literature relevant to a management or leadership issue pertinent to their interests. Convey the insights gained from the literature in a memorandum format directed at a particular audience. Some examples of audiences are: an executive manager in the public or nonprofit sector; a nonprofit organization’s Board of Directors; a regional or statewide nonprofit umbrella association; or a group of nonprofit agency executives in a particular industry. The memos must include a bibliography of scholarly resources and list of other specific resources. Be accurate and consistent with documentation. (e.g., individuals you may interview, etc.)

25%  
**First Memo**– (3-5 pages double spaced) Due: October 7, 2013

25%  
**Second Memo** (3-5 pages double spaced) Due: November 4, 2013

30%  
**Essay** (7-9 pages double spaced) Due: December 9, 2013

This final report can explore any aspect of the literature and discussions covered during the course. Students are required to demonstrate that they have read and digested the information conveyed during the course and that they understand how to practically apply their course work to the leadership and management of a nonprofit institution. Students may expand upon their first papers or explore a new issue. Be accurate and consistent with documentation. Identify the audience and the perspective from which you are writing.

- Memos and essay should include an Introduction/Overview of the Issue; History of Issue; Facts and Factors which Impact the Issue; Importance of the Issue; Options for Issue Resolution; Recommendations; and Conclusions.

- Assignments should be double spaced (bibliographies do not count toward page limits), Times New Roman 12 point font with one-inch margins and pages numbered.

**Citing references for a bibliography and footnotes:** Please refer to the APA style guide located at both the Dewey and University Libraries. This style is used primarily for those in the social science and education disciplines.

**Plagiarism:** The University’s policy on violations of academic integrity outlines that as Members of the SUNY Community, we are all expected to adhere to high standards of intellectual and academic integrity. The Academic Code can be found at: [http://www.albany.edu/content_images/AcademicIntegrity.pdf](http://www.albany.edu/content_images/AcademicIntegrity.pdf). Violations of these standards will result in one or more penalties potentially including: reduction in the grade for the assignment, failure of the assignment, failure of the course or expulsion. In all cases, a Violation of Academic Integrity Report will be submitted to the Dean of Graduate Studies to be placed in your university file, with copies provided to you, the Department head and the Dean of Rockefeller College.
Late Papers will be penalized. Assignments must be submitted by the required dates indicated above except under extraordinary circumstances when the instructor has been given advance permission. No exceptions.

PAD 613 Class Schedule with Readings

Class #1 (August 26, 2013): Introductions, Student Information Forms, Course Learning Objectives, Syllabus Review, and Course Requirements

Readings for Class:
Kennedy School of Government Case Study “Jean Ekins and the Family Learning Center” (Handout)

***September 2, 2013: No Class, Labor Day***

Class #2 (September 9, 2013): Context of the Nonprofit Sector: Challenges and Opportunities in the Nonprofit Environment


References


Class #3 (September 16, 2013): Leading and Managing the Nonprofit Organization

Guest Presenter: Harris Oberlander, Trinity Alliance


Reference

Class # 4 (September 23, 2013): The Nonprofit Sector: Size, Scope, and Legal Framework and Professional Ethics

Guest Presenter: Ray Schimmer, Chief Executive Officer, Northern Rivers Family Services.


References


CLASS # 5 (SEPTEMBER 30, 2013): Advocacy: Lobbying and Social Change

Guest Presenter: Peter Fleisher, Executive Director, Empire State Future

“Nonprofit management is now inextricably connected to the political process.” (Smith, 1994: 336)


Reference:

Class # 6 (October 7, 2013): Developing, Sustaining, and Expanding Support

Guest Presenter: Carmel Patrick, Executive Director, SCCC Foundation

**MEMO # 1 DUE**


**CASE STUDY**


*Drawing on the Anderson, Dees, and Emerson reading, what was “right” about the Community Childcare Assistance project?*

**References**


**The role of the Executive as Social Entrepreneur and Enterprise Innovator**

*For some charitable organizations, commercial activity may be fundamentally improper because it would distract from the mission or refocus energies away from collective goods and services with long-run impact. For others, it may be precisely the lever that triggers useful organization-wide innovation and creativity.* (Zimmerman and Dart quoted in Anderson, Dees, and Emerson, 2002: 191-192.)

***OCTOBER 14, 2013 – No Class Columbus Day***
Class #7 (October 21, 2013): External Relations: Public Relations, Marketing, Community Relations

Guest Presenter: Blue Carreker, Vice President for Media Affairs and Public Relations, Upper Hudson Planned Parenthood


CASE STUDY

Detroit Free Press, 2007 “Detroit Zoo director will keep job, face reprimand, forfeit 1 month pay, and apologize to community.” (Packet)

• What are the public relations issues in this incident?
• Did they do the right thing?
• How could they have handled it differently?

Class #8 (October 28, 2013): The Nonprofit Manager as Government Contractor, Partner and Policy Influencer


CASE STUDY

High Stakes and Frightening Lapses: The Department of Social Services and La Alianza Hispana, Kennedy School of Government, 1996. (Packet)

Be prepared to:
• analyze the management issues raised in the case by applying frameworks and insights from the readings
• develop strategies for addressing the issues

Reference
Memo #2 Due

There is little evidence, however, that organizations can reliably measure organizational performance at the institutional level, much less at the community and/or sectorial levels at a time when sophisticated assessment methodologies are in demand (Flynn and Hodgkinson, 2001:5).

References


Class #10 (November 11, 2013): Governance and Human Resources Management


Eric T. Schneiderman. New York State Attorney General, Charities Bureau, “Right from the Start: Responsibilities of Directors and Officers of Not-for-Profit Corporations” 2013. (Packet)
Class #11 (November 18, 2013)

CASE STUDY
"Give and Take: Philanthropy and the Central Park Children’s Zoo,” Kennedy School of Government Case Study. (Packet)

Class #12 (November 25, 2013): Strategic Thinking and Planning: An Ongoing Process


CASE STUDY

Be prepared to identify the management issues raised in the case and develop strategies for addressing the issues.

Class #13 (December 2, 2013): Future Trends for Nonprofit Leaders and Institutions


References


Kevin P. Kearns, "Effective Nonprofit Board Members as Seen by Executives and Board Chairs,” Nonprofit Management and Leadership 5 (Summer 1995), 337-358.

Class #14 December 9, 2013

Final Reports in hard copy are submitted to Michele McClave by 7 PM