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 through real-world experience, team 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 are grappling
- Nonprofit organizational dilemmas
- Alternative management and leadership strategies

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

Required Course Readings

2. Jim Collins. *From Good to Great and the Social Sectors*, 2005
3. Readings Packet

Books 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)
- *Nonprofit Management and Leadership*
- *Voluntas* - Journal of the International Society for Third Sector Research (ISTR)
- *Stanford Social Innovation Review*
Christine Miles, Instructor, PAD 613 Course Requirements and Grading:

10%  
**Current News**  
During class, time will be allocated for students to share information in the news including articles they have read in the New York Times, Wall Street Journal, Washington Post, and on the internet related to issues of nonprofit management. Students are required to keep a log demonstrating awareness of forces in the environment that effect nonprofits. Each student must submit a log at the end of the course on December 5 by email to the instructor. Details to come.

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

15%  
**Team Projects** – Students will be assigned to a team to develop a group presentation for a specific session during the semester. For example: Leading and Managing, Strategic Planning, Social Media, etc. Presentations can include activities, videos, or any relevant media which expand upon the course. Each team member is required to play an active role in developing and presenting to the class. Presentations should be based on new research, live interviews, and incorporate actual experience if relevant and accurate. Team presentations will be allocated a total of 30 minutes. Team members will receive the same grade unless they successfully present a report to demonstrate unequal work share.

20%  
**First Paper** (5-7 pages double spaced)  
Due: October 3.  
Students are required to submit a proposal to explore a management or leadership issue pertinent to their interests. This proposal 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.)

35%  
**Final Paper** (20 pages double spaced)  
Due: November 28  
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 paper. Be accurate and consistent with documentation.

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: Refer to the University's policy on violations of academic integrity.

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

Readings for Class:

#1 August 29  — Course Overview, Introductions, Syllabus

Case Reading and Discussion During Class:
“Jean Ekins and the Family Learning Center,” Kennedy School of Government Case Study

#2 September 5  — The Nonprofit Sector:
Size, Scope, and Legal Framework
Professional Ethics

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


References


#3 September 12  — Leading and Managing the Nonprofit Organization


Collins, Jim. Good to Great and the Social Sectors, 2010


Reference

#4 September 19 – Challenges and Opportunities in the Nonprofit Environment


References


SEPTMBER 26 YOM KIPPUR CLASSED SUSPENDED

# 5 - OCTOBER 3 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.

PAPER # 1 DUE

# 6 October 10 External Relations: Public Relations, Marketing, Community Relations

Guest Presenter, Colleen Ryan Director of Communications, Preservation League of New York State


Reference:
### # 7 October 17  Developing, Sustaining, and Expanding Support


**Case Study:** "Give and Take: Philanthropy and the Central Park Children’s Zoo,” Kennedy School of Government Case Study.

### # 8 October 22  Advocacy: the Nonprofit Executive as Government Policy Influencer, Contractor, Partner

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

**Guest Presenter**

Peter Fleisher, Executive Director, Empire State Future


**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

**References**


# 9 October 31 Nonprofit Executive as Program Evaluator and Outcomes Monitor

Guest Presenter: William Gettman, Executive Director, St. Catherine’s Center for Children, formerly Executive Deputy Commissioner of the New York State office of Children and Family Services.

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


References


Guest Presenter: Harris Oberlander, CEO, Trinity Alliance of the Capital Region.

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.)


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

References


#11 November 14 Final Report Research and Prep

November 22 THANKSGIVING BREAK

#12 – November 28 FINAL REPORTS ARE DUE ORAL PRESENTATIONS

#13 December 5 New Perspectives on NFP Governance


References
“Right from the Start: Responsibilities of Directors and Officers of Not-for-Profit Corporations,” Attorney General Andrew Cuomo, New York State Charities Bureau.


Final Papers due today, December 5 – December 7 at 5 PM