Introduction to Nonprofits and Nonprofit Management

University at Albany Spring 2014 Earth Sciences 0147
PAD 370 (3 credits) Tuesday, Thursday 2:45-4:05
Bethany Slater Office Hours: Humanities B16
bslater2@albany.edu Tues 12:30-2:30 & by appointment

Course Overview: This course connects theory and practice by examining a variety of management strategies utilized in running nonprofit organizations. Course readings and discussions will include writing and fulfilling mission statements, facilitating governance, designing effective fundraising tactics, evaluating programs, managing government contracts, and engaging in advocacy or lobbying. We will cover the formation of the nonprofit sector and its differences from public and for-profit sectors. Students will grapple with difficult issues currently facing nonprofit managers.

Course Objectives: By the end of this course, students should be able to:

• Define the distinct components of nonprofit organizations and how they differ from for-profit and public organizations
• Analyze and describe different management aspects of running nonprofit organizations
• Articulate the theoretical foundations that affect the growth of and external influences on the nonprofit sector
• Examine and critique different management debates related to different strategies nonprofit organizations employ, such as professionalization, limits to executive compensation, meeting contracting and accountability expectations

Required Textbook:


Additional readings will be posted on Blackboard.

Assignments and Grading:

Participation & Attendance: 15%
Quizzes: 20%
2 Reflection Papers/Memos: 20%
Nonprofit Paper #1: 10%
Nonprofit Paper #2 10%
Final Nonprofit Paper #3 15%
Presentation: 10%
Grading Scale:

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<th>Grade</th>
<th>Range</th>
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<tr>
<td>A</td>
<td>93-100</td>
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<td>A-</td>
<td>90-92</td>
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<td>B+</td>
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<td>B</td>
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*Participation and Attendance:* Students are expected to attend class and participate fully in small groups, class activities and full group discussions. Attendance will be recorded at each class session and missing more than 2 class meetings will negatively affect your grade.

*Quizzes:* Students will take 4 quizzes throughout the semester to assess their understanding of the course material. Quizzes will not be designed to last for an entire course meeting as their structure will be multiple choice and short answer.

*Reflection Papers/Memos:* Out of 3 opportunities in the semester, each student will submit 2 memos that utilizes the readings and any outside sources that answers the debate question posed for that week’s theme. Papers should be double spaced, 3-4 pages and in Times New Roman 12 point font.

*Nonprofit Papers:* Students will select a nonprofit that interests them to demonstrate how course concepts are utilized in practice. Each paper are parts of a whole final paper – each assignment will build upon its preceding assignment to give students the opportunity to revise their portions based upon the instructor’s feedback. Detailed instructions and a graded rubric will be provided later in the semester for each paper assignment.

*Final Presentations:* At the end of the semester, each student will present on their selected nonprofit to the class, how it implements management components discussed in the course, and recommended policies or initiatives for improvement. Presentations will be 7-10 minutes and should be outlined in a PowerPoint or similar program.

I am happy to assist students in finding a nonprofit for their paper during office hours.

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<tr>
<th>Assignment</th>
<th>Dates</th>
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<tr>
<td>Quizzes</td>
<td>Feb 11, March 4, March 27, and April 22</td>
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<tr>
<td>Reflection Papers/Memos (Choose 2 of 3)</td>
<td>March 11, April 1, April 8</td>
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<tr>
<td>Nonprofit Papers</td>
<td>Feb 18, April 10, and May 8</td>
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<td>Presentations</td>
<td>April 24 – May 8</td>
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- All assignments are due prior to the start of class, at 2:45pm

**All late papers will be penalized by 10% for each day past the deadline (Reflection Papers will not be accepted after the due date).**

**Academic Honesty:**

This course subscribes to the University policy of academic conduct. No instances of cheating, plagiarism or other instances will be tolerated in any situation. Students may review this policy here: [http://www.albany.edu/undergraduate_bulletin/regulations.html](http://www.albany.edu/undergraduate_bulletin/regulations.html)
Disability Resource Center:
It is the policy of the University at Albany to make reasonable accommodations for qualified students with disabilities. All students with special requests or needs for accommodations should make this request in person as soon as possible, preferably within the 1st or 2nd class session. Please include a copy of your letter from the Disability Resource Center stating that you have registered with them and the suggested academic accommodations when making this request.

Weekly Class Schedule and Assigned Readings:

1. (Jan 23) Review of Course Syllabus and Introductions

   **What are Nonprofits and Why do They Exist?**

2. (Jan 28) What is a Nonprofit?
   - MNO Ch. 1
   - Salamon, L. M. (1999). What is the Nonprofit Sector and Why Do We Have It? in *America’s Nonprofit Sector: A Primer*. The Foundation Center. (BB) Pgs. 7-11 (end before The Rationale)

3. (Jan 30) Why We Have the Nonprofit Sector
   - MNO Ch. 3
   - Salamon, L. M. (1999). What is the Nonprofit Sector and Why Do We Have It? in *America’s Nonprofit Sector: A Primer*. The Foundation Center. (BB) Pgs. 11-19 (start with The Rationale)

4. (Feb 4) Scope of Nonprofit Sector and Distinctions from Public and For-Profit Organizations
   - MNO Ch. 2

5. (Feb 6) Different Nonprofit Types, including International NGOSs
   - Nonprofit Organizations in a Democracy: Varied Roles and Responsibilities in *Nonprofits and Government* (BB)

6. (Feb 11) Mission Statements and Conducting Needs Assessments
   - MNO p. 97-109
**Quiz #1**

**Nonprofit Management Strategies**

7. (Feb 13) Internal Oversight: Boards of Directors and Governance
   - MNO Ch. 12
   - Gill, Governance Basics p. 15-28 (BB)
   - Gill, Board Responsibilities p. 45-69 (BB)

8. (Feb 18) External Oversight: Transparency and Accountability
   - MNO Ch. 7

**Nonprofit Paper #1 DUE**

9. (Feb 20) – No Class

10. (Feb 25) External Oversight: Transparency and Accountability
    - MNO Ch. 4

11. (Feb 27) Fundraising and Philanthropy
    - MNO Ch. 9

12. (March 4) Fundraising and Philanthropy
    - MNO Ch. 10

**Quiz #2**

13. (March 6) External Relations and Marketing
    - MNO Ch. 8
14. (March 11) Managing Human Resources
   • MNO Ch. 13

   **Reflection Paper #1 DUE**

15. (March 13) Evaluating Organizational Impact and Effectiveness
   • MNO Ch. 14

16. (March 18-20) – No Classes

17. (March 25) Program Evaluation and Capacity Building

18. (March 27) Strategic Planning
   • MNO p. 111-118

   **Quiz #3**

19. (April 1) Advocacy and Lobbying
   • MNO Ch. 6

   **Reflection Paper #2 DUE**

20. (April 3) Government and Nonprofits: Overview
• Complementary, Supplementary or Adversarial? Nonprofit-Government Resources in *Nonprofits and Government* (BB)
• Nonprofits and State and Local Governments in *Nonprofits and Government* (BB)

21. (April 8) Government and Nonprofits: Contracting
• MNO p. 27-31, 218-223, 232-233
• Nonprofits and Federalism in *Nonprofits and Government* (BB)

**Reflection Paper #3 DUE**

**Future Outlook & Challenges for Nonprofits**

22. (April 10) Networks, Mergers and Collaborations

**Nonprofit Paper #2 DUE**

23. (April 15) – No Class

24. (April 17) Social Entrepreneurship

25. (April 22) Blurred Distinctions
• MNO Ch. 15 and p. 297-313

**Quiz #4**
26. (April 24, April 29, May 1, May 6, May 8) Student Presentations

** Final Paper DUE in class on May 8th**