Introduction to Nonprofits and Nonprofit Management

University at Albany Spring 2015
PAD 399 (3 credits)
Bethany Slater
bslater2@albany.edu

Humanities 0128
Wednesday 5:45-8:35 pm
Office Hours: Humanities B16
Wednesday 4:00-5:30 pm

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%
- 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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<tr>
<th>Grade</th>
<th>Range</th>
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<tr>
<td>A</td>
<td>93-100</td>
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<td>B</td>
<td>80-82</td>
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<tr>
<td>D+</td>
<td>67-69</td>
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<tr>
<td>A-</td>
<td>90-92</td>
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<td>C+</td>
<td>77-79</td>
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<td>D</td>
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<td>B+</td>
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<td>C</td>
<td>73-76</td>
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<td>D-</td>
<td>62-60</td>
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<tr>
<td>B</td>
<td>83-86</td>
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<td>C-</td>
<td>70-72</td>
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<td>E</td>
<td>Below 60</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 1 class meeting will negatively affect your grade.

Quizzes: Students will take 2 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: 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.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Quizzes</td>
<td>March 11 and April 22</td>
</tr>
<tr>
<td>Reflection Papers</td>
<td>February 11 and April 8</td>
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<tr>
<td>Nonprofit Papers</td>
<td>February 25, April 1 and May 13</td>
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<tr>
<td>Presentations</td>
<td>April 29 and May 6</td>
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- All assignments are due prior to the start of class, at 5:45pm

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
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 21) Review of Course Syllabus and Introductions

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

2. (Jan 28) What is a Nonprofit, Why We Have the Nonprofit Sector and Distinctions between Public and For-Profit Organizations
   - MNO Ch. 3, p. 51-58
   - MNO Ch. 2

3. (Feb 4) Scope of the Nonprofit Sector, Types of Nonprofits and Needs Assessments
   - MNO Ch. 1

4. (Feb 11) Mission Statements and Managing Human Relations
   - MNO p. 97-109
   - MNO Ch. 13

   ***Reflection Paper #1 due***

5. (Feb 18) Internal & External Oversight
   - MNO Ch. 7
   - MNO Ch. 12
   - Gill, Governance Basics p. 15-28 (BB)
6. (Feb 25) Fundraising and Philanthropy
   - MNO Ch. 9
   - MNO Ch. 10

   ***Nonprofit paper #1 due***

7. (March 4) External Relations and Marketing
   - MNO Ch. 8

8. (March 11) Evaluating Organizational Impact and Effectiveness
   - MNO Ch. 14

   ***Quiz #1***

   (March 18)  Class cancelled - Spring Break

9. (March 25) Program Evaluation, Capacity Building and Strategic Planning
   - MNO p. 111-118

10. (April 1) Alumni in the Classroom
    Careers in the Nonprofit Sector: Learn from a panel of recent alumni about the advantages and disadvantages of working in the nonprofit sector, how to jumpstart your nonprofit career and how nonprofit organizations are different from public and for-profit organizations in practice.

    ***Nonprofit Paper #2 due***
Nonprofits and Government

11. (April 8) Government and Nonprofits: Oversight, Contracting, Advocacy and Lobbying
   • Complementary, Supplementary or Adversarial? Nonprofit-Government Resources in *Nonprofits and Government* (BB)
   • MNO Ch. 6
   • Brody, E., Marquez, M., & Toran, K. (2012). The Charitable Property-Tax Exemption and PILOTs. (BB)
   • REVIEW MNO 218-223, 232-234

***Reflection Paper #2 due***

12. (April 15) Class cancelled

Future Outlook & Challenges for Nonprofits

13. (April 22) Networks, Mergers, Social Entrepreneurship and Blurred Distinctions
   • MNO Ch. 15 and 297-313

***Quiz #2***

14. (April 29) Student Presentations

15. (May 6) Student Presentations

***Final Papers are due by 5:45pm on Wednesday, May 13th***