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Office hours: Milne Hall 206  Wednesday 2:30-3:30

Course Readings


• Readings Packet

Text is available through the UAlbany bookstore. Books will be available on the first floor of Draper Hall on the downtown campus during the first week of classes.

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

Summary of Course Learning Objectives
Deepeened understanding of:
• current and future issues with which nonprofit managers and leaders are grappling
• values trade-offs inherent in various nonprofit organizational dilemmas
• alternative management and leadership strategies

Increased competence in:
• writing management memos and reports
• utilizing research techniques for application to practice
• documenting references accurately and consistently

Selected Journals of Interest
• 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

1
References are included on the syllabus for your information. They are not part of the required course reading.

Course Requirements
1. Contributions to discussion and case analyses based on course readings 20%

2. First memorandum (5-7 pages) 20%

3. Second memorandum (5-7 pages) 25%

4. Final management report (20-25 pages; due December 7-11, 2011) 35%

COURSE SCHEDULE

Aug 31 Guest Instructor: Ray Schimmer, Executive Director, Parsons Child & Family Center and Former Instructor, PAD 613

INTRODUCTIONS, SYLLABUS REVIEW, AND CASE DISCUSSION

Reading (in class)
“Jean Ekins and the Family Learning Center,” Kennedy School of Government Case Study

Sept 7 Guest Instructor: Ray Schimmer, Executive Director, Parsons Child & Family Center and Former Instructor, PAD 613

SIZE, SCOPE, AND LEGAL FRAMEWORK OF THE NONPROFIT SECTOR


References
Sept 14  Guest Instructor: Thomas J. Walsh, Chief Administrative Officer, Parsons Child & Family Center

The Nonprofit Manager as Staff and Volunteer Human Resource Specialist


Reference

Context of Contemporary Nonprofit Management: Environmental Challenges and Opportunities

Sept 21


References

Context of Contemporary Nonprofit Management:
Internal Organizational Challenges and Opportunities

Oct 5

5-7 page memorandum due

The Nonprofit Manager as Government Contractor, Partner, and Policy Influencer

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

Oct 12


References


Oct 19

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.

THE NONPROFIT MANAGER AS STRATEGIC THINKER AND PLANNER

Oct 26


Case Study

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

THE NONPROFIT MANAGER AS PROGRAM EVALUATOR AND OUTCOMES MONITOR

Nov 2
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)


5-7 page memorandum due
References
*American Review of Public Administration*. (Packet)

Sector,” in *Measuring the Impact of the Nonprofit Sector*, edited by Patrice Flynn and Virginia  

Elaine Morley, Elisa Vinson, and Harry P. Hatry, *Outcome Measurement in Nonprofit  

Management in Nonprofit Organizations,” *Administration and Society* 31, 3 (July), 378-423.

Nov 9
Organizations, *Nonprofit Management and Leadership* 11,3 (Spring), 353-370. (Packet)

Handbook*, 401-430.

Lester M. Salamon, Stephanie L. Geller, and Kasey L. Mengel. 2010. *Nonprofits, Innovation and  
Performance Measurement: Separating Fact from Fiction.*  Listening Post Project, Center for Civil  
Society Studies, Johns Hopkins University.

Nov 16

**FINAL REPORT RESEARCH AND PREPARATION**

Nov 23

**THANKSGIVING BREAK**

The Nonprofit Manager as Social Entrepreneur and Social Enterprise Innovator

Nov 30

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.)

Beth Battle Anderson, J. Gregory Dees, and Jed Emerson, “ Developing Viable Earned Income  
Strategies,” in *Strategic Tools for Social Entrepreneurs*, edited by J. Gregory Dees, Jed Emerson,  

[CONTINUED ON NEXT PAGE]
Case Study

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

References


NEW PERSPECTIVES ON NONPROFIT GOVERNANCE AND APPROACHES TO SOCIAL MEDIA STRATEGY

Dec 7


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


Dec 7-12 Final Management Report Due
Short Memoranda
These memoranda offer the opportunity to explore the research literature relevant to a management issue of interest to you. 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. Be accurate and consistent in documentation.

Length: 5-7 pages
Due: October 5
November 2

Final management report
The report can integrate and expand on one or both of the earlier memoranda or can explore another management or policy problem in the research literature. Convey the insights gained from the literature in a report format directed at a particular audience. Identify the audience and the perspective from which you are writing.

The report’s analysis or argument should be supported with substantial secondary sources (at least five sources). Be accurate, comprehensive, and consistent in documentation.

Length: 20-25 pages
Due: December 7-12, 2011

Policy on late papers: Late papers will be penalized except under extraordinary circumstances when the instructor has given advance permission.