

UAPP 673/473 Governing Nonprofit Organizations
Tuesday 6-9 PM
Graham Hall 187 Fall 2017

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Office Hours Tuesday 2-4

Course Overview

This is a foundational course in the management of nonprofit organizations. The course considers the functions of nonprofit management, the dynamics and dimensions of the executive process and the social, ethical and technological issues faced by nonprofit executives.

Course Objectives

Upon successful completion of this course, students should be able to

- Demonstrate a basic understanding of management operations within nonprofit organizations as measured by projects and class participation;
- Demonstrate an understanding of the chief executive's role in nonprofit organizations as measured by projects and class participation;
- Demonstrate an understanding of the relationship between the executive function and that of the board as measured by projects and class participation;
- Demonstrate increased analytical and critical thinking skills as measured by projects and class participation.
- Demonstrate a basic understanding of nonprofit marketing, nonprofit human resource management, accountability, technology, resource development, strategic planning, social enterprise, advocacy and financial management as measured by projects and class participation.

Textbooks and Assigned Readings:

Libby, P. & Deitrick, L. (2017). *Cases in nonprofit management*. Thousand Oaks: Sage.

Worth, M. (2017). *Nonprofit Management: Principles and Practice* [4th Ed.] Thousand Oaks, CA: Sage.

Articles are available on the Internet or in university library databases

Course Approach:

My plan is to run the course as an interactive seminar. This means that your involvement in making the course a success is critical and that it is vitally important for you to have read the assigned readings. I am strongly committed to instructional technology and I plan to make this as much a part of the course as is possible.

I am starting from the assumption [backed up by considerable research and theory building] that many of the things that are true today in the nonprofit sector will not be true in the near future. The challenges we faced in the past are not the challenges we will face in the future. On balance, the opportunities that will be available are also more than we expect today. This is an exciting time to be part of the nonprofit sector and one that offers considerable potential.

I bring my experiences as a practitioner, consultant and scholar to this course. I expect and hope that you will contribute your experiences and ideas to making the course a success.

Class Policies

Contacting Me: My office is located in Graham Hall, Room 298D. My telephone number is 302-631-0765 and my email address is mcnuttjg@udel.edu. It is always easier to contact me through e-mail.

Expectations: You are expected to have read the assigned readings and participate meaningfully in the class discussions. I also expect that you will behave in a professional manner and to demonstrate respect for your colleagues. My plan is to run the course as an interactive seminar. This means that your involvement in making the course a success is critical and that it is vitally important for you to have read the assigned readings. I am strongly committed to instructional technology and I plan to make this as much a part of the course as is possible. I am starting from the assumption [backed up by considerable research and theory building] that many of the things that are true today in the nonprofit sector will not be true in the near future. The challenges we faced in the past are not the challenges we will face in the future. On balance, the opportunities that will be available are also more than we expect today. This is an exciting time to be part of the nonprofit sector and one that offers considerable potential. I bring my experiences as a practitioner, consultant and scholar to this course. I expect and hope that you will contribute your experiences and ideas to making the course a success.

Attendance: While attendance is not required (eg: I don't take points off for absences) I strongly advise you not to miss any classes. It is very difficult to successfully complete this course without attending. Lack of attendance will be reflected in your participation grade.

Illnesses: Please Stay Home if you are ill. I will be happy to help you make up the work. It is completely up to you to decide if you are sick enough to stay home.

Standards for Written Material: All material must conform to commonly accepted standards of scholarly and professional writing. Material must be typed, double spaced, presented in APA format and all references must be documented. This is NOT conversational writing. Please submit any material by e-mail. The file name must be your name and the name of the course. It must be in Word. Please do not use pdf. I will not provide grades by e-mail or over the telephone.

Weather: If the university is closed we will not be having class. If you reasonably feel that it would be risky to make it to class, I encourage you to stay home. University Policy States: *Faculty and students are not expected to take unnecessary risks to meet their teaching and learning obligations due to inclement weather. When classes have not been canceled, it is a matter of personal judgment whether traveling to campus is hazardous. Faculty should notify their departmental offices when weather precludes them from meeting their teaching obligations; similarly, students should notify their professors when inclement weather precludes them from class attendance. In such cases, students should be allowed to make up missed class time and, whenever possible, canceled classes should be rescheduled.*

Cheating and Academic Dishonesty: *I plan to follow the University's policy on Academic Dishonesty: It is the official policy of the University of Delaware that all acts or attempted acts of alleged student academic dishonesty be reported to the Office of Judicial Affairs. At the faculty member's discretion and with the concurrence of the student or students involved, some cases, though reported to the Office of Judicial Affairs, may be resolved within the confines of the course. All others will be adjudicated within the Undergraduate Student Judicial System. See the [Student Guide to University Policies](#) for complete information concerning this referral process” (UD Faculty Handbook)*

Disability: University Policy States that: “Any student who thinks he/she may need an accommodation based on a disability should contact the Office of Disability Support Services (ODSS) office as soon as possible. The ODSS is located at 240 Academy Street, Alison Hall Suite 130, Phone: 302-831-4643, fax: 302-831-3261, website: www.udel.edu/DSS. You may contact ODSS at dssoffice@udel.edu “(UD Faculty Handbook)

Religious Holidays: “It is the policy of the University of Delaware not to cancel classes on religious holidays. However, students and faculty are encouraged to exercise their own judgment pertaining to their attendance on these days. “ (UD Faculty Handbook)

Faculty Statement on Disclosures of Instances of Sexual Misconduct If, at any time during this course, I happen to be made aware that a student may have been the victim of sexual misconduct (including sexual harassment, sexual violence, domestic/dating violence, or stalking), I am obligated by federal law to inform the university's Title IX Coordinator. The university needs to know information about such incidents to, not only offer resources, but to ensure a safe campus environment. The Title IX Coordinator will decide if the incident should be examined further. If such a situation is disclosed to me in class, in a paper assignment, or in office hours, I

promise to protect your privacy--I will not disclose the incident to anyone but the Title IX Coordinator.

For more information on Sexual Misconduct policies, where to get help, and reporting information please refer to www.udel.edu/sexualmisconduct. At UD, we provide 24 hour crisis assistance and victim advocacy and counseling. Contact 302-831-2226, Student Health Services, to get in touch with a sexual offense support advocate.

Late Materials: There will be a penalty for late submissions. Nothing will be accepted after the course is complete

We have a site on the university's Sakai Course Management System. On this site you will find my notes in PowerPoint, datasets, handouts and other materials.

Course Outline

Date	Topic
8/29	Introduction to the Course
9/5	Context—The Nonprofit Sector in a state of change Readings: Worth, Chapters 1-3
9/12 9/19	Nonprofit Leadership and the Board Readings: Worth 4-5, Libby & Deitrick, Cases 1.1, 1.2, 1.3, 1.4, 2.1, 2.4 Claussen (2011) Here We Go Again: The Cyclical Nature of Board Behavior. The Nonprofit Quarterly. http://nonprofitquarterly.org/2011/04/01/here-we-go-again-the-cyclical-nature-of-board-behavior/ Herman, M. Enforcing Board Member Responsibilities. Nonprofit Management Risk Center. https://www.nonprofitrisk.org/library/articles/Enforcing_Board_Member_Responsibilities.shtml
9/26 -	Planning, Decision Making and the Board
10/3	Reading: Worth 6-7/ Libby & Deitrick, Chapter 5

	<p>Hugget, R. (2008). Who Decides? Mapping Power and Decision Making in Nonprofits. <i>The Nonprofit Quarterly</i>. http://nonprofitquarterly.org/2008/09/21/who-decides-mapping-power-and-decision-making-in-nonprofits/</p>
<p>10/10</p>	<p>Nonprofit Data and Performance</p> <p>Readings</p> <p>Bureau of Labor Statistics (2015). Research Data on the Nonprofit Sector https://www.bls.gov/bdm/nonprofits/nonprofits.htm</p> <p>Carnochan, S., Samples, M., Myers, M., & Austin, M. J. (2014). Performance measurement challenges in nonprofit human service organizations. <i>Nonprofit and Voluntary Sector Quarterly</i>, 43(6), 1014-1032.</p> <p>Johnson, M. P., Chichirau, G., & Wright, J. (2017). From Data to Decisions at Your Nonprofit.</p> <p>Johnson, M. P. (2015). Data, Analytics and Community-Based Organizations: Transforming Data to Decisions for Community Development. <i>ISJLP</i>, 11, 49.</p>
<p>10/17 - 10/24</p>	<p>External Relationships and the Board</p> <p>Readings: Worth 8-10; Libby & Deitrick, Chapter 7-8, 11</p> <p>Johansen, M., & LeRoux, K. (2013). Managerial networking in nonprofit organizations: The impact of networking on organizational and advocacy effectiveness. <i>Public Administration Review</i>, 73(2), 355- 363.</p> <p>Taliaferro, J. D. (2013). Nonprofit Boards of Directors and Lobbying: Are We Allowed to Do That?. <i>Administration in Social Work</i>, 37(2), 120-132.</p> <p>Vidovich, L., & Currie, J. (2012). Governance networks: Interlocking directorships of corporate and nonprofit boards. <i>Nonprofit Management and Leadership</i>, 22(4), 507-523.</p>
<p>10/31</p>	<p>Technology</p> <p>Readings</p> <p>Libby & Deitrick, Chapter 12</p> <p>Zorn, T. E., Flanagan, A. J., & Shoham, M. D. (2011). Institutional and noninstitutional influences on information and communication technology adoption and use among nonprofit organizations. <i>Human Communication Research</i>, 37(1), 1-33.</p> <p>Case: Kruvand, M., & Silver, M. (2013). Zombies gone viral: How a fictional zombie invasion helped CDC promote emergency preparedness. <i>Case Studies in Strategic Communication</i>, 2, article 3. Available online: http://cssc.uscannenberg.org/cases/v2/v2art3</p>

11/7	<p>Social Enterprise Case Analysis Due</p> <p>Worth 14 & 16, 17</p> <p>Child, C. (2016). Tip of the Iceberg The Nonprofit Underpinnings of For-Profit Social Enterprise. <i>Nonprofit and Voluntary Sector Quarterly</i>, 45(2), 217-237.</p> <p>Reilly, T. (2016). Are Social Enterprises Viable Models for Funding Nonprofits?. <i>Human Service Organizations: Management, Leadership & Governance</i>, 1-5.</p>
11/14 11/28	<p>Finance, Fundraising and the Board Project Due</p> <p>Readings: Worth 11-13, Libby & Deitrick, Chapter 13</p> <p>Harris, E. E. (2014). The Impact of Board Diversity and Expertise on Nonprofit Performance. <i>Nonprofit Management and Leadership</i>, 25(2), 113-130.</p> <p>Lin, W., & Wang, Q. (2016). What Helped Nonprofits Weather the Great Recession? <i>Nonprofit Management and Leadership</i>, 26(3), 257-276.</p> <p>Video Dan Pallotta The way we talk about charity is wrong https://www.ted.com/talks/dan_pallotta_the_way_we_think_about_charity_is_dead_wrong</p>
11/22	<p>University Closed for Thanksgiving Break</p>
12/0 5	<p>Presentations</p>

Grading and Assignments:

Class Participation (10%) I feel that class participation is vitally important. Class participation does not mean just talking. It means being prepared and offering ideas and insights that move the class forward.

Community Service Project (45%) This will be a small group project aimed at solving a problem or issue in a nonprofit organization. A final report is required. Due 11/28/2017

Management Analysis: (45%) Each student will conduct a management analysis of an issue in a nonprofit organization in which you are familiar. The assignment MUST deal with the following issues:

- What is the situation?

- What are the forces leading to the current situation?
- What is the issue for management?
- What options are available to management? Identify the Pros and Cons
- Select the option that you feel is best. Justify your choice.
- Which future steps are indicated if your proposal is accepted?

Deal with each of these issues in a professional report. Due 11/7/2017

Due Dates

Management Case Analysis Due 11/7
Community Service Projects Due 11/28

Standards and expectations for graduate and undergraduates are different and final grades will reflect these differences. I do not grade based on length

Useful Websites

Alliance for Nonprofit Management <http://www.allianceonline.org/>

Arts Management Network <http://www.artsmanagement.net/>

Ashoka: Innovators for the Public: www.ashoka.org

Boardsource <http://www.boardsource.org/>

Board Café <http://www.compasspoint.org/boardcafe/index.php>

Chronicle of Philanthropy <http://www.philanthropy.com>

Foundation Center <http://foundationcenter.org/>

Idealist <http://www.idealists.org/>

Leader to Leader Institute <http://www.leadertoleader.org/>

Nonprofit Financial Center <http://www.nfconline.org/main/info/guides.htm>

NTEN <http://www.nten.org>

Opportunity Knocks: <http://www.opportunitynocs.org/> Techsoup

<http://www.techsoup.org/>

Resource Bibliography

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