

August 2016

**Public Administration Program
School of Public Affairs & Civic Engagement
San Francisco State University**

**Perspectives on Nonprofit Management
PA 745**

FALL 2016

**Wednesdays, 6:00 - 8:45 pm
DTC, Room DTC 617**

Instructor Information:

Regina Neu
Public Administration Program
835 Market Street, Suite DTC 678A
San Francisco, CA 94103

E-mail: meu@sfsu.edu
Phone: (650) 533-8021
Office phone: 415/817-4459

Office Hours: Wednesdays 4:30 — 5:45 pm and by appointment

Electronic Course Materials and weekly schedule: <https://ileam.sfsu.edu/>

Course Description

Nonprofit management studies and practices are constantly evolving, with scholars and practitioners learning together and from one another. Effective nonprofit managers must be able to sort through a variety of perspectives — not only from practitioners and scholars, but also those focused on specific subsectors, organizational models, or different areas of the world. In addition, nonprofit managers must be able to identify key elements of several cross-cutting issues — most notably ethics, diversity, and technology — that can complicate or help address management challenges. Having an understanding of various and oftentimes competing perspectives on nonprofit management can help nonprofit professionals navigate ambiguity and manage change while addressing the concerns of various stakeholders, both internal and external.

Focusing primarily on internal nonprofit management issues in the U.S. context, this course exposes students to a set of core and emerging theories focused on a range of topics as they relate to nonprofit management, including: leadership and governance; accountability and performance management; and resource development and financial management. Relevant theories are presented alongside examples of various organizational models and management functions and in light of current practitioner best practices, common pitfalls, and emerging trends in the sector. The course is organized into the following four segments: Introduction to the Nonprofit Sector & Nonprofit Management; Governing, Leading & Managing Nonprofit Organizations; Managing Organizational Resources; and Social Entrepreneurship: Is It Here to Stay?

By combining scholarly readings with case studies, practitioner-oriented materials, and current issues analyses, and insights from guest speakers experienced in the local nonprofit sector, the course provides students with the toolbox of resources they need to comprehend the essential components of nonprofit management, anticipate and address common management challenges, and stay current throughout their careers.

Course Objectives

1. Introduce core and emerging theories and concepts as they relate to nonprofit management
2. Expose students to best practices, common pitfalls, and emerging trends in nonprofit management
3. Provide a foundation for understanding persistent and emerging issues in nonprofit management, from both scholarly and practitioner perspectives
4. Provide a framework students can use to apply nonprofit management concepts and theories to case studies and real-life scenarios
5. Provide students with a set of skills that enables them to assess the relative merits and applicability of various perspectives on nonprofit management

Student Learning Outcomes

1. Demonstrate an understanding of a range of nonprofit management concepts and theories and their application
2. Demonstrate an understanding of nonprofit management challenges and best practices, including strategies for mitigating the impacts of challenges and implementing best practices
3. Exhibit ability to distinguish between persistent and emerging issues in nonprofit management
4. Exhibit ability to apply nonprofit management concepts and theories to case studies and real-life scenarios
5. Demonstrate the ability to engage in collective efforts to distill information, synthesize literature, and assess the relative merits and applicability of emerging or “hot” topics in nonprofit management

MY COURSE POLICIES & EXPECTATIONS

Professionalism & Participation

Learning is an interactive exercise that requires more than just your physical presence; it requires that you engage with the reading assignments, in-class discussions, and other students’ presentations. Please come to class *prepared*, ready to *actively participate* in each week’s activities and discussions, and willing to engage and learn with your class members. Each member of the class can make valuable contributions by raising questions, posing problems, offering alternative viewpoints, or engaging in reflective discussion and writing.

◆◆ **Attendance** for the full class period is required. Arrive promptly and stay for the *entire class*. Excessive tardiness (or leaving early) and unexcused absences will be reflected in your grade.

◆◆ **Reading:** A substantial amount of reading is required for this course. While some of the material is quite theoretically and conceptually dense, the Worth textbook is very accessible. I recommend you read the assigned chapters from the Worth textbook each week first; they are meant to provide a foundation for the topic of the day. We will use class time, activities, and other assignments to help unpack the concepts introduced in the reading and to ensure you are able to apply them. Throughout the course, you should be thinking about how to apply the conceptual and theoretical material to the more applied reading and homework assignments. I recommend that you review the key concepts and discussion questions at the end of each chapter in the Worth textbook to assess how well you are grasping the material you read each week. If there are particular concepts you would like to review, please let me know.

***t* Homework & Participation:** On the schedule of assignments that follows, you will notice that most classes incorporate in class discussion exercises and activities meant to unpack and reinforce the material presented in the reading. There are five dates when required homework assignments are due in class; those assignments will be the foundation for an in-class activity we do on the same date. Though the homework assignments are not graded, they do count heavily toward the “Participation & Professionalism” of your grade.

◆◆ **Appropriate Use of Technology:** Please turn off your cell phone during class and put phone and other devices away when class is in session. Individual’s efforts to (*not so*) discreetly text under the table or in the back of the room are distracting for the whole class and will not be tolerated. Using a laptop to take notes or access course-relevant materials during class is an appropriate use of technology. Please be respectful of your classmates and the class time so that we all have an interesting and worthwhile semester.

Communications & Individual Advising

I am available during office hours, via e-mail, via phone, zoom web conference, and by appointment. My office hours and contact information are on the first page of this syllabus as well as on the ilearn site. Please feel free to drop by during office hours or schedule another time to meet with me if office hours don’t work for you. If you are challenged by a particular concept, have some ideas you would like to run by me, or want to talk more about something we have discussed in class, come on by.

E-mail: Outside of office hours, e-mail is the best way to contact me. I usually respond to e-mail within 24 hours during the week and within 48 hours on weekends and holidays. I will also communicate with the class and some of you as individuals over e-mail for a variety of reasons related to the course. Often I communicate with students via the distribution list associated with ilearn and will sometimes post relevant news items and web links to the site. ***Make sure that you have activated your sfsu.edu e-mail account and either check it regularly or have it forwarded to an account you do check.***

Academic Honesty & Plagiarism

Plagiarism is a form of cheating or fraud; it occurs when a student misrepresents the work of another as his or her own. Plagiarism may consist of using the ideas, sentences, paragraphs, or the whole text of another without appropriate acknowledgment, but it also includes employing or allowing another person to write or substantially alter work that a student then submits as his or her own. Any assignment found to be plagiarized will be given an "F" grade and will be reported to the University Judicial Affairs Officer. For more information about how to avoid plagiarism, see the Office of Research Integrity’s website: <http://ori.hhs.gov/avoiding-plagiarism-self-plagiarism-and-other-questionable-writing-practices-guide-ethical-writing>

Assignments & Grading Policy

X All written assignments are due at the beginning of class and should be prepared in accordance with professional, scholarly standards in terms of content and style. More details about the expectations for each assignment will be provided in advance of the due date, in the form of a written assignment sheet. The assignment sheets and corresponding grading rubrics will be discussed in class and posted on ilearn. Each assignment is related to the course content and ***students are expected to include references to relevant course materials in written and oral assignments.***

X Students enrolled in this course are expected to be able to perform at the graduate level, meaning that you will have to demonstrate your ability to exercise professional judgment that extends beyond following step-by-step instructions or replicating someone else’s work. That said, students who have questions about any aspect of an assignment are encouraged to contact me.

◆◆ Assignments are due at the beginning of each class period. **Assignments handed in late will receive a grading penalty of 10% per day (that means after day 10 it becomes an automatic zero). It is entirely your responsibility to ensure that I have actually received your assignment before the deadline.**

Assignment

Number	Description	Weight
	Attendance and participation (i.e. HW and discussion prompts)	10%
1	Nonprofit Current Issues Analysis (oral presentation; due date varies by group)	10%
2	Case Analysis 1 (7 pages, due October 19)	15%
3	Case Analysis 2 (7 pages, due November 16)	15%
4	Take Home Exam (submit on ilearn — December 21)	25%
5	Final Group Presentation — Oral& Written (TBD)	25%

TABLE OF GRADES			
Percent	Letter	Percent	Letter
94-100	A	73- 76	C
90-93	A-	70-72	C-
87-89	B+	67-69	D+
83-86	B	63-66	D
80-82	B-	65 and below	F
77-79	c+		

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ADDITIONAL RELEVANT SF STATE POLICIES

Final Exam: According to Academic Senate policy F76-12 a time period is set aside at the end of each semester for a formal examination period. All classes are expected to meet during the final examination period whether an examination is given or not. The final examination schedule is published each semester in the Class Schedule.

http://www.sfsu.edu/~acadres/final_exams/finalfl6.htm

Withdrawal Policy: The last day to drop a class is September 14, 2016 until 11:59pm. Starting September 15 - November 22, 2016 you must submit a paper withdrawal petition. Withdrawal from a class starting September 15, 2016 will be considered for *serious and compelling* reasons only and **must have accompanying documentation.** The following reasons are **not** considered *serious and compelling*! Changing your major, poor performance, class not required for graduation/major, lacking the pre-requisite, instructor forgot to drop me, not attending class or more time needed for other classes. If you wish to withdraw from class due to unexpected changes in your work schedule, illness or family emergencies, **documentation will be required**, along with a copy of unofficial transcripts. Submit your petition **within a reasonable timeframe (e.g., within 2 weeks of a change in work hours.)** From November 23 - December 14, 2016 you may not withdraw from a class or the University, except only in the case of a **serious** documented illness or verified accident.

Withdrawals **cannot** be initiated electronically and must be submitted using a paper application. All electronic submissions of withdrawals will be denied automatically by the Associate Dean. **You are only allowed to withdrawal from a maximum of 18 units and take a class no more than 2 times at SF State.** Approval from the instructor and/or Chair does not constitute automatic approval from the associate dean so continue attending class until a decision is made. Please refer to the following website for further information on withdrawal policies: <http://chss.sfsu.edu/src>

CR/NC Option: The last day to request CR/NC option is October 19, 2016 until 11:59pm. The Associate Dean will not approve requests for changes if you miss this deadline.

Late Add Policy: The period to add classes via permission numbers is August 24 - September 14, 2016. It is your responsibility to procure a late permission number from your instructor and add the class. Faculty cannot add you into a class. Starting September 15, 2016, a Waiver of College Regulations form must be signed by your instructor, Chair and CHSS Associate Dean to add. This will be approved only if there was an administrative error.

Check your registration through SF State Gateway : Sign up for CR/NC, drop and add classes by the appropriate deadline online through *SF State Gateway*. **ALWAYS check** your registration after making any changes and **BEFORE** deadlines to be sure you are registered properly for your classes. Deadlines for all registration procedures, including withdrawals and requests for credit/no credit, are listed in the class schedule and will be strictly adhered to by the instructor, the Department Chair and the Associate Dean of College of Health & Social Sciences. **It is ALWAYS the student's responsibility to ensure their schedule is correct, even if the instructor indicates they will drop you.**

This can be viewed on the Registration Calendar at the following website:
http://www.sfsu.edu/~admisrec/reg/re_gsched2167.html

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Disability Programs and Resource Center: Students with disabilities who need reasonable accommodations are encouraged to contact the instructor. The Disability Programs and Resource Center (DPRC) is available to facilitate the reasonable accommodations process. The DPRC, located in SSB 110, can be reached by telephone at 415-338-2472 (voice/TTY) or by e-mail at dprc@sfsu.edu

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Required Course Materials

Available at the SFSU bookstore:

Worth, Michael J. 2017. *Nonprofit Management: Principles and Practices*. Fourth Edition. Thousand Oaks, CA: Sage Publications.

Articles on iLearn

There will be required readings posted each week on iLearn.

Other Books Strongly Recommend Purchasing at the Outlet of Your Choice (they will be referenced in class):

Cooney, Nick. 2015. *How to Be Great at Doing Good? Why Results Are What Count and How Smart Charity Can Change the World*. Wiley

Crutchfield, Leslie and Grant, Heather McLeod. 2012. *Forces of Good*. Jossey-Bass

Additional Resources

Print Journals (all available at SFSU library)

Administration and Society

American Review of Public Administration

International Journal of Nonprofit and Voluntary Sector Marketing

Nonprofit Management and Leadership

Nonprofit and Voluntary Sector Quarterly

Public Administration Review

Stanford Social Innovation Review

Voluntas

Volunteer Management Report

Library Resources

SFSU Library Research Guide for Public Administration

<http://libguides.sfsu.edu/publicadministration>

For assistance, please contact, Mira Foster:

Phone: (415)405-2590

mira@sfsu.edu

Selected Websites

Alliance for Nonprofit Management (www.allianceonline.org)

ARNOVA (www.arnova.org)

Ashoka (<https://www.ashoka.org/>)

Association of Fundraising Professionals (www.afpnet.org)

BoardSource (<http://www.boardsource.org/>)

California Association of Nonprofits (<http://www.canonprofits.org/>)

Center for Excellence in Nonprofits (www.cen.org)

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Center for Nonprofit Management (<http://www.cnmsocal.org/>)

The Chronicle of Philanthropy (<http://philanthropy.com/>)

CompassPoint Nonprofit Services (<http://www.compasspoint.org/>)

Council on Foundations (www.cof.org)

Development Executives Roundtable (<http://www.dersf.org>)

Financial Accounting Standards Board (www.fasb.org)

The Foundation Center (www.foundationcenter.org)

Grantspace (www.grantspace.org)

Grassroots Institute for Fundraising Training (<http://www.grassrootsfundraising.org/>)

Guidestar (www.guidestar.org)

The Hauser Center (<http://www.hks.harvard.edu/hauser/>)

HistPhil — www.histphil.org

Independent Sector (<http://www.independentsector.org/>)

InterAction (www.interaction.org)

National Center for Charitable Statistics (<http://nccs.urban.org/>)

National Council of Nonprofits (<https://www.councilofnonprofits.org/everyday-advocacy>)

Nonprofit Finance Fund (www.nonprofitfinancefund.org)

The Nonprofit Quarterly (<http://www.nonprofitquarterly.org/>)

The Philanthropist (<http://www.thephilanthropist.ca/mdex.php/phil/>)

Points of Light Foundation (www.pointsoflight.org)

Stanford Center on Philanthropy and Civil Society (<http://pacscenter.stanford.edu/>)

Society for Nonprofit Organizations (<http://www.snpo.org/index.php>)

Thrive (<http://www.thrivealliance.org/>)

The Urban Institute (www.urban.org)

Schedule of Activities and Assignments

This schedule of activities and assignments is subject to change, depending on the needs and circumstances of the class. It is each student's responsibility to stay informed of any changes. If changes are made to the syllabus, they will be announced in class and posted on iLearn.

CLASS DATE	READING DUE & IN-CLASS ACTIVITIES All readings will be posted on iLearn	WRITTEN/ORAL ASSIGNMENT DUE
INTRODUCTION TO NONPROFIT SECTOR & NONPROFIT MANAGEMENT		
8/24	Worth, Chapter 1, pp. 3 — 16 Introductions Review course objectives & syllabus, including assignments & rationale Activity: Get to Know You Lecture: Size & Scope of the Sector Discussion: What's distinctive about nonprofit organizations and nonprofit management?	Post your intro statement on iLearn.
8/31	Worth, Chapters 2 & 3, pp. 17 — 72 Lecture & Discussion: Key Concepts & Theories on Nonprofit Organizations & the Sector Assign current issues analysis groups	Respond to discussion prompts on iLearn
GOVERNING, LEADING & MANAGING NONPROFIT ORGANIZATIONS		
9/7	Worth, Chapters 4 and 5, Lecture: Nonprofit structures and scope and Boards Activity: Compare & contrast nonprofits' structure and scope	HW #1 Due: Organizational profile: size, structure, scope, mission statements; IRS classification(s) Respond to Discussion prompts on iLearn

CLASS DATE	READING DUE & IN-CLASS ACTIVITIES	WRITTEN/ORAL ASSIGNMENT DUE
9/14	Worth, Chapter 6, pp. 127 - 156 Lecture: Accountability, Organizational Effectiveness	Respond to Discussion prompts on iLearn
9/21	Worth, Chapters 7 & 8, pp. 159 — 209 Lecture: Measurement and leadership Group 1 Current Issues Presentation	Group 1, Assignment #1: Nonprofit Current Issues Analysis. <u>Topic:</u> __ Current Issues in Accountability and Performance Measurement Respond to Discussion prompts on iLearn

CLASS DATE	READING DUE & IN-CLASS ACTIVITIES	WRITTEN/ORAL ASSIGNMENT DUE
9/28	<p>Worth, Chapter 9, pp. 211- 237</p> <p>Lecture: Staffing/Volunteers — <i>Staffing/ Volunteers Vanel</i></p> <p>In-class Case Discussion:</p> <p>Group 2 Current Issues Presentation</p>	<p>Discussion Prompts</p> <p>Group 2, Assignment #1: Nonprofit Current Issues Analysis. <u>Topic:</u>__ Current Issues in Overhead costs for nonprofits</p>
10/5	<p>Worth, Chapter 10, pp. 239 — 261</p> <p>Lecture: Marketing/Branding — Guest Speaker</p> <p>Activity: Compare & contrast organization websites and collateral in light of accountability concerns</p> <p>Group 3 - Current Issues Presentation</p>	<p>HW #2 Due: Nonprofit Communications & Accountability to Stakeholders Respond to discussion prompts on iLearn</p> <p>Group 3, Assignment #1. Nonprofit Current Issues Analysis. <u>Topic:</u>__ Nonprofit leadership development and transition.</p>

CLASS DATE	READING DUE & IN-CLASS ACTIVITIES	WRITTEN/ORAL ASSIGNMENT DUE
MANAGING ORGANIZATIONAL RESOURCES		
10/12	Worth Chapter 13 Lecture: Fundraising Part 1 Activity: Compare & contrast nonprofit funding organizations Group 4 Current Issues Presentation	HW #3 Due: Nonprofit Funding Approaches Group 4, Assignment #1. Nonprofit Current Issues Analysis: Topic: Regional nonprofit displacement — space availability and cost Respond to discussion prompts on iLearn
10/19	Field Trip: Foundation Center 6-7 p.m. Activity: Compare & contrast nonprofit revenue structures — the funders and the funded Group Project Discussion	Discussion prompts
10/26	Worth, Chapter 14, Lecture: Fundraising Part 2 — <i>Fund Development Fanel</i>	Respond to discussion prompts on iLearn Assignment #2 Due: Case Analysis (hard copies due in class)

CLASS DATE	READING DUE & IN-CLASS ACTIVITIES	WRITTEN/ORAL ASSIGNMENT DUE
11/2	Worth, Chapter 15 Lecture: Fundraising Part 3 Assign Organizations for HW#5 Assign Groups & Books for Final Projects & Presentations	Discussion Prompts
11/9	Financial Management Guest Speaker: Douelas Cook, CPA/MPA, Cook & Company	HW #4 Due: Nonprofit Revenue Structures Discussion Prompts
11/16	Worth, Chapter 9 Lecture: Advocacy and Ethics In-Class Case Discussion	Assignment #3 Due: Case Analysis (hard copies due in class) Discussion Prompts
11/23	FALL BREAK: NO CLASS	

CLASS DATE	READING DUE & IN-CLASS ACTIVITIES	WRITTEN/ORAL ASSIGNMENT DUE
NEW NONPROFIT MODELS AND SOCIAL ENTREPRENEURSHIP: WHAT IS HERE TO STAY?		
11/30	Worth, Chapter 16, 17 & conclusion, Crutchfield & Grant, <i>Forces for Good</i> , whole book Lecture: New models Activity: Compare & Contrast Entrepreneurial Nonprofits Discussion Distribute Take Home exam: due at 9 pm Pacific on 12/21	Discussion prompts
12/7	Key Issues and Trends Discussion:	Discussion prompts
12/14 Final Class	Group Presentations Wrap-up	Assignment #5 Final Project Due - Oral & Written (hard copies)
12/21	Final take home Exam due, wrap up	Take home exam due