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:
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Public Administration Program  Phone: (650) 533-8021
835 Market Street, Suite DTC 678A  Office phone: 415/817-4459
San Francisco, CA 94103

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.
August 2016

**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.
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 ileam 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.**

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<tr>
<th>Assignment Number</th>
<th>Description</th>
<th>Weight</th>
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<tr>
<td>1</td>
<td>Attendance and participation (i.e. HW and discussion prompts)</td>
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<td>1</td>
<td>Nonprofit Current Issues Analysis (oral presentation; due date varies by group)</td>
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<td>2</td>
<td>Case Analysis 1 (7 pages, due October 19)</td>
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<td>3</td>
<td>Case Analysis 2 (7 pages, due November 16)</td>
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<td>4</td>
<td>Take Home Exam (submit on ileam — December 21)</td>
<td>25%</td>
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<td>5</td>
<td>Final Group Presentation — Oral&amp; Written (TBD)</td>
<td>25%</td>
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<td>73-76</td>
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<td>A-</td>
<td>70-72</td>
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<td>87-89</td>
<td>B+</td>
<td>67-69</td>
<td>D+</td>
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<td>83-86</td>
<td>B</td>
<td>63-66</td>
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<td>80-82</td>
<td>B-</td>
<td>65 and below</td>
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<td>77-79</td>
<td>C+</td>
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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/finalfl 6.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 polices: 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/regsched2167.html
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
Required Course Materials

Available at the SFSU bookstore:

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

Additional Resources

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.ceen.org)
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 (http://www.cof.org/)
Development Executives Roundtable (http://www.dersf.org)
Financial Accounting Standards Board (www.fasb.org)
The Foundation Center (http://www.foundationcenter.org)
Grantspace (www.grantspace.org)
Grassroots Institute for Fundraising Training (http://www.grassrootsfundraising.org)
Guidestar (www.guidestar.org)
The Flauser 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/index.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.*

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<tr>
<th>CLASS DATE</th>
<th>READING DUE &amp; IN-CLASS ACTIVITIES</th>
<th>WRITTEN/ORAL ASSIGNMENT DUE</th>
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<tr>
<td></td>
<td><strong>INTRODUCTION TO NONPROFIT SECTOR &amp; NONPROFIT MANAGEMENT</strong></td>
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<tr>
<td>8/24</td>
<td><strong>Worth, Chapter 1, pp. 3 — 16</strong> Introductions Review course objectives &amp; syllabus, including assignments &amp; rationale <strong>Activity:</strong> Get to Know You <strong>Lecture:</strong> Size &amp; Scope of the Sector <strong>Discussion:</strong> What’s distinctive about nonprofit organizations and nonprofit management?</td>
<td>Post your intro statement on iLearn.</td>
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<td>8/31</td>
<td><strong>Worth, Chapters 2 &amp; 3, pp. 17 — 72</strong> <strong>Lecture &amp; Discussion:</strong> Key Concepts &amp; Theories on Nonprofit Organizations &amp; the Sector Assign current issues analysis groups</td>
<td>Respond to discussion prompts on iLearn</td>
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<td></td>
<td><strong>GOVERNING, LEADING &amp; MANAGING NONPROFIT ORGANIZATIONS</strong></td>
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<td>9/7</td>
<td><strong>Worth, Chapters 4 and 5,</strong> <strong>Lecture:</strong> Nonprofit structures and scope and Boards <strong>Activity:</strong> Compare &amp; contrast nonprofits’ structure and scope</td>
<td><strong>HW #1 Due:</strong> Organizational profile: size, structure, scope, mission statements; 1RS classification(s) Respond to Discussion prompts on iLearn</td>
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<td>CLASS DATE</td>
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<td>9/14</td>
<td>Worth, Chapter 6, pp. 127 - 156</td>
<td>Respond to Discussion prompts on iLearn</td>
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<td><strong>Lecture:</strong> Accountability, Organizational Effectiveness</td>
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<td>9/21</td>
<td>Worth, Chapters 7 &amp; 8, pp. 159 — 209</td>
<td>Group 1, Assignment #1: Nonprofit Current Issues Analysis. Topic: Current Issues in Accountability and Performance Measurement</td>
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<td><strong>Lecture:</strong> Measurement and leadership</td>
<td>Respond to Discussion prompts on iLearn</td>
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<td><strong>Group 1 Current Issues Presentation</strong></td>
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<td>CLASS DATE</td>
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<td>9/28</td>
<td>Worth, Chapter 9, pp. 211-237</td>
<td>Discussion Prompts</td>
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|            | **Lecture:** Staffing/Volunteers — *Staffing/ Volunteers Panel* | *Group 2, Assignment* #1: Nonprofit Current Issues Analysis. Topic: 
Current Issues in Overhead costs for nonprofits |
|            | **In-class Case Discussion:**     |                            |
|            | **Group 2 Current Issues 
Presentation** |                            |
| 10/5       | Worth, Chapter 10, pp. 239—261    | HW #2 Due: Nonprofit 
Communications & Accountability to Stakeholders 
Respond to discussion prompts on iLearn |
|            | **Lecture:** Marketing/Branding — Guest Speaker | *Group 3, Assignment* #1. Nonprofit Current Issues Analysis. Topic: 
Nonprofit leadership development and transition. |
|            | **Activity:** Compare & contrast organization websites and collateral in light of accountability concerns |                            |
|            | **Group 3 - Current Issues 
Presentation** |                            |
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<tr>
<td>10/12</td>
<td>Worth Chapter 13</td>
<td>HW #3 Due: Nonprofit Funding Approaches</td>
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<td><strong>Lecture:</strong> Fundraising Part 1</td>
<td><strong>Group 4, Assignment #1. Nonprofit Current Issues Analysis:</strong> Topic: Regional nonprofit displacement — space availability and cost</td>
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<td><strong>Activity:</strong> Compare &amp; contrast nonprofit funding organizations</td>
<td>Respond to discussion prompts on iLearn</td>
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<td><strong>Group 4 Current Issues Presentation</strong></td>
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<td>10/19</td>
<td><strong>Field Trip:</strong> Foundation Center 6-7 p.m.</td>
<td>Discussion prompts</td>
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<td><strong>Activity:</strong> Compare &amp; contrast nonprofit revenue structures — the funders and the funded</td>
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<td><strong>Group Project Discussion</strong></td>
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<td>10/26</td>
<td>Worth, Chapter 14,</td>
<td>Respond to discussion prompts on iLearn</td>
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<td><strong>Lecture:</strong> Fundraising Part 2 — <em>Fund Development Fanel</em></td>
<td><strong>Assignment #2 Due:</strong> Case Analysis (hard copies due in class)</td>
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<td>CLASS DATE</td>
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<td>11/2</td>
<td>Worth, Chapter 15&lt;br&gt;Lecture: Fundraising Part 3&lt;br&gt;Assign Organizations for HW#5&lt;br&gt;Assign Groups &amp; Books for Final Projects &amp; Presentations</td>
<td>Discussion Prompts</td>
</tr>
<tr>
<td>11/9</td>
<td>Financial Management&lt;br&gt;Guest Speaker: Douglas Cook, CPA/MPA, Cook &amp; Company</td>
<td>HW #4 Due: Nonprofit Revenue Structures&lt;br&gt;Discussion Prompts</td>
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<tr>
<td>11/16</td>
<td>Worth, Chapter 9&lt;br&gt;Lecture: Advocacy and Ethics&lt;br&gt;In-Class Case Discussion</td>
<td>Assignment #3 Due: Case Analysis (hard copies due in class)&lt;br&gt;Discussion Prompts</td>
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<td>11/23</td>
<td>FALL BREAK: NO CLASS</td>
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<td>CLASS DATE</td>
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| 11/30      | Worth, Chapter 16, 17 & conclusion, Crutchfield & Grant, *Forces for Good*, 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 |