

PUBA 630: NONPROFIT MANAGEMENT

Wednesdays 6-8:30pm

George Hall 213

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Course Overview

This is an introductory graduate course designed to provide a basic understanding of management issues relating to nonprofit organizations, which are the fastest growing part of the public sector. In this course, we will investigate the purpose and scope of the nonprofit sector in the United States and Hawaii. Overall, the class is designed to build students' awareness of the role and importance of the nonprofit sector and the various issues that are important to the effectiveness of nonprofit organizations.

Course Objectives

Readings, student presentations, discussions and written assignments are intended to help students think critically about the trends, opportunities and challenges in the nonprofit sector. Through this course, students will be better prepared for roles as citizens and as nonprofit and public sector leaders.

Upon completion of this course, students should:

- be familiar with the history and theories of the nonprofit sector.
- understand of the scope and significance of the nonprofit sector in the U.S.
- be prepared to address nonprofit management dilemmas using course materials and other nonprofit resources
- learn the management tools necessary to run a nonprofit organization

Course Requirements

Each student must complete the assigned readings and assignments as scheduled and on time.

Each student must actively participate in class discussions.

Each student must be respectful of other students' ideas and experiences.

Required Texts:

Crutchfield, L and Grant, H.M. (2012) *Forces for Good: The Six Practices of High-Impact Nonprofits*, 2nd edition. Jossey-Bass.

Worth, M.J. (2013). *Nonprofit Management: Principles and Practice*, 3rd edition. Sage. Also available as an e-book at <http://www.sagepub.com/books/Book239084?siteId=sage-us&prodTypes=any&q=worth&fs=1>

Assessment

Weekly Attendance and Participation

150

Topic Paper	250
Topic Discussion Leader	100
Forces for Good Project	300
<u>Blog posts</u>	<u>200</u>
Total:	1000

Reflection Papers

To facilitate discussion, students are required to submit a 500 word blog post each week about the assigned readings. These could be questions about the readings, an example of something you read, or something you would like to add or further discuss in class.

Blog posts must be posted to the class Laulima site in the ‘blog’ section by Monday at 8pm. These blog posts should be clear to read and understand with proper sentence structure and grammar. Students are encouraged to read each other’s blog posts so that we can have a class discussion about them. It may be helpful to bring a copy of your post to class with you as well, especially if you are shy and do not feel comfortable talking in class. Two of the lowest scores will be dropped.

Weekly attendance and participation

Your job in this class is to thoughtfully examine course materials and engage fully in course-related activities, discussions and assignments. Your attendance is expected at each session. If you must miss class for any reason, please contact me. I appreciate your avoidance of distracting practices such as late entrances, early exits, ringing cell phones, web browsing, texting, conversations, and other activities unrelated to the class. This behavior is especially important given that the beginning of class sometimes features guest speakers who are leaders in the nonprofit sector. It also includes respecting the viewpoints and experiences of your classmates, professors, and the guest speakers.

Topic Presentation

Students will lead a weekly discussion on a book chapter topic of their choice. The role of the discussion leader is to assist with group processing by leading in-class activities, encouraging discussion, gatekeeping, keeping the group on topic/task, monitoring individual and group progress during the class, and assisting in debriefing. This will give you valuable experience in managing and facilitating group experiences.

Topic Paper

Students will also complete a 5-6 page case study paper on a case from their chosen chapter topic. This paper includes answering a discussion question on one of the cases presented at the end of the chapter. Once your topic is chosen, email me for approval of your case and the question you will be answering. A hard copy of this paper is due to me at the next class period after that topic is discussed in class.

Forces for Good Project

In their study, Crutchfield and Grant (2008) view nonprofit organizations as “catalytic agents of change” that act together with government, business and citizens as “forces of good” to “deliver even greater social change than they could possibly achieve alone,” (p. 6). Crutchfield and Grant

focus on exemplary organizations to identify the six common practices of high-impact nonprofits.

You will be assigned a group to identify a Hawaii nonprofit organization for study. As a team, your task is to 1) interview at least one leader for your selected Hawaii nonprofit using the Crutchfield and Grant questions for Executive Directors (Appendix C of the text) and 2) conduct organizational research (using internet documents, organizational reports, interviews, or other sources of information) to respond to the “Specific Areas of Organizational Inquiry” (Appendix C of the text). As a team, prepare a report that does not exceed 15 double-spaced pages that follows this format: 1) organizational profile (use the template provided in Appendix E as a guide), 2) assessment of the organization’s alignment (or lack thereof) with the six key principles detailed in the *Forces for Good* text, 3) insights for sustaining (or improving) organizational impact, and 4) concluding recommendations on applying the concepts for *Forces of Good* to the selected organizational setting. Your report should be turned in on the date indicated. Your grade for this assignment includes both the written report and team presentation.

Each group is responsible for preparing a 20-minute PowerPoint presentation to share their findings with the class (Each student in the group will be evaluated on their clarity of communication, their level of professionalism and the quality of the slideshow). This will be discussed in more detail later in the semester.

Each student in the group will be graded individually, however, there will be a shared score based on the submitted paper and presentation, which will be evaluated on the clarity of the ideas, the quality of the writing and the presentation quality of the overall proposal. Scores will be adjusted for each team member based on their contribution to the group and to the written assignment taking into account team member assessment.

In order to assess individual contributions, each member is to submit a self and peer evaluation via email describing the contribution you and each of the group members made in this project. Be sure to include information about what parts of the assignment someone was solely responsible for, who worked on which parts together, and how well you think you worked as a team (i.e. did you all get along, was someone difficult to meet with, did you work on things together or separately and then put the pieces together, etc.)

Writing Guidelines

All hard copy written assignments must be typed, stapled, double spaced, with one-inch margins and in Times New Roman 12 pt font. All written assignments, hard copy and electronic assignments, will be graded on clarity, accuracy, and proper sentence structure and grammar. You should proofread all assignments before turning them in and should include a bibliography if sources are cited.

Tentative Schedule

(Note: This schedule is subject to change as the semester goes on. Some topics maybe covered over two weeks or moved around depending on the availability of guest speakers). Additional readings may be assigned to the class.

Week 1 August 28 Course overview and Introduction

Week 2 September 4 Nonprofit Management and Overview of the Sector

Readings: Worth: Chapter 1, 2
 Crutchfield and Grant (CG): Pages 3-27

Chapter topic paper and presentation selection

Week 3 September 11 Theories of the Nonprofit Sector and Organizations

Readings: Worth: Chapter 3
 CG: Chapter 1

Case study assignments finalized

Week 4 September 18 Governing Boards

Readings: Worth: Chapter 4
 CG: Chapter 2

Discussion leader: _____

Week 5 September 25 Leadership and Ethics

Readings: Worth: Chapter 5
 CG: Chapter 3

Discussion leader: _____

Introduce Forces for Good Project Assignment

Week 6 October 2 Ensuring Accountability and Performance

Readings: Worth: Chapter 6
 CG: Chapter 4

Discussion leader: _____

Week 7 October 9 Strategic Planning and Management

Readings: Worth: Chapter 7
 CG: Chapter 5

Discussion leader:_____

Week 8 October 16 Capacity and Collaboration

Readings: Worth: Chapter 8
 CG: Chapter 6

Discussion leader:_____

Week 9 October 23 Managing Paid Staff and Service Volunteers

Readings: Worth: Chapter 9
 CG: 7

Discussion leader:_____

Week 10 October 30 Marketing, Communications, Advocacy and Lobbying

Readings: Worth: Chapter 10, 15
 CG: Chapter 8

Discussion leader:_____

Week 11 November 6 Obtaining Financial Resources

Readings: Worth: Chapters 11-13

Discussion leader:_____

Week 12 November 13 Governing and Managing International NGOs

Readings: Worth: Chapter 16
 CG: Chapter 9

Discussion leader:_____

Week 13 November 20 Social Entrepreneurship

Readings: Worth: Chapter 17
 CG: Chapter 10

Discussion leader: _____

Week 14 November 27 Thanksgiving break

Week 15 December 4 Being a Successful Nonprofit Organization

Readings: CG: Chapters 11-12

Discussion leader: _____

Week 16 December 11 *Forces for Good presentations*

Forces for Good presentation and paper due

Self and peer evaluations due December 15th

Key pieces for your group presentation:

Your presentation grade is dependent on you talking about these points in your presentation. In other words, you must talk about all of these points. The clarity of this presentation, the contribution of each group member, and the quality of your presentation also affects your grade.

Describe the organization

Year established, who started it, why?

Mission and vision

Programs (if there are a lot, what are the main ones)

Client population

Size of the board

Number of staff, volunteers

What is the culture like?

What impact has the organization had?

The bulk of your time should be spent on these points:

How well the organization aligns with the 6 key principles

What can the organization do to improve (or sustain) its organizational impact?

What are your thoughts about the future of these organizations? Any interesting tidbits you'd like to share? Do you think this is a high-impact nonprofit?

Self, peer and group evaluation:

Due via email Dec. 15: Make sure to answer ALL of these questions.

How did you split up the work? Did you work on it together or split up the project into tasks and then put it together?

What did each person (including you) do?

What grade would you give each individual group member? Why?

What grade would you give your group? Why?

Remember: This evaluation is graded based on how complete, well written and thoughtful your responses are.