Milano, The New School for Management and Urban Policy

Theory and Practice of Nonprofit Management

SYLLABUS –FALL 2011

Class Meetings: **August 30 – December 13, 2011, Tuesdays 4-5:50**

Location: 25 East 13th Street, Room 302 (Parsons Building)

Instructor: Erica Kohl-Arenas, Professor of Nonprofit Management
72 Fifth Avenue, Room 703
Phone: 212.229.5400, x1414, fax: 212-229-5335
e-mail: kohlaree@newschool.edu
Office hours: Mondays-Tuesdays by appointment

Graduate Assistant: TBA

Course Description:

This course provides an introduction to the central theories of non-profit enterprise, and the implications of various management practices for nonprofit organizations. Issues that are pertinent for nonprofit managers and leaders faced with changing organizational environments will be discussed. The course will also introduce students to the major aspects of nonprofits and voluntary organizations that distinguish them from public and private organizations – i.e. mission/vision; legal definitions/IRS rulings; voluntary governance structures and a social change agenda.

Topics covered include the history and scope of the nonprofit sector, variations within the sector, contemporary theories of nonprofit enterprise, growth in the international nonprofit sector, management issues as they pertain to nonprofits, financial management, accountability, human resources management, strategic planning, collaborative partnerships, leadership, advocacy, and the future of the sector.

Required Readings:

The text below, alongside additional journal articles posted on e-reserves and blackboard or distributed in class, will serve as the basis for our discussion.

David O. Renz (editor) & Associates, The Jossey-Bass Handbook of Nonprofit Leadership and Management, Third Edition. San Francisco: Jossey-Bass Publishers, Inc., 2010.

Nonprofit Management Websites: *ARNOVA and other online groups will become a useful resource for researching the issues facing the nonprofit sector.*

http://www.arnova.org	ARNOVA
http://www.independensec.org	Independent Sector
http://www.guidestar.org	Guidestar
http://www.nonprofits.org	The Internet Nonprofit Center
http://fdncenter.org	The Foundation Center
http://www.give.org/index.cfm	National Charities Information Bureau

Course Requirements/Grading:

1. ***Class Participation*.** Regular participation in discussion is expected. Participation should be based in the readings and or the cases presented, with a focus on the theoretical questions and practical implications. Students are expected to come to class ready to take risks in communicating ideas and to be supportive and responsive to others. You are also required to post weekly 'reading responses' on our blackboard page by midnight the day before class. These responses are not summaries but rather should include a key question, dilemma, discovery or problem raised for you in the readings. Reading your fellow students' postings is recommended. Each reading response will be counted as one point towards your overall participation grade. (30%)

2. **A 5-page paper describing a public policy or current issue which impacts nonprofit organizations or the nonprofit sector in general.**
   Search publications such as the Chronicle of Philanthropy, Nonprofit Times, the nonprofit websites listed above, or any general interest newspaper for information about a public issue or policy that affects nonprofit organizations. Prepare a paper (no longer than five double-spaced pages) that: a) describes the policy or issue under consideration; b) discusses its impacts on the nonprofit sector, both intended and unintended. Alternately, you may want to discuss how this real life issue or policy exemplifies or goes against one of the themes covered in this course. ***This assignment is due in class on September 19th.*** (15%)

3. **Organizational Case Study, 10-12 pages**. Students will prepare an organizational case study that addresses a critical management issue from both a theoretical and practical perspective. The specific organizational case may be chosen from an organization featured in the readings, by guest speakers, from your own past work experience, or drawn from a secondary source. Research should include a variety of secondary (and /or primary) data sources including newspaper and magazine articles, the web, annual reports, interviews, etc. All data must be properly cited. You must interview at least one person from the organization (ideally more) and cite at least two academic journal articles, see list of nonprofit studies journals below. While many good cases end with a dilemma to be solved, or a decision (s) or recommendations to be made, an effective case may also illustrate particularly sound management or lack thereof. **Case studies are due in class on November 21st.** ***A proposal paragraph describing the organization and set of themes or dilemmas to be investigated will be due in class on September 26th***. Students may make an appointment to meet and discuss their case with me (25%).

4. **Creating a Nonprofit Organization –Group Project:** Each student will work in a group of 5-6 students to create the vision, mission, and organizational management structures of a fictional nonprofit organization. Groups will work online and in class to collectively create this organization. **A final group paper describing the organization and its management structure will be due the final class of the semester, Monday December 12th.** (25%)

Suggestions for Academic Journals with Articles for Research Translation Paper:

- Nonprofit Management & Leadership
- Nonprofit and Voluntary Sector Quarterly
- Advances in Nonprofit Marketing
- Public Administration Review
- Journal of Policy Analysis and Management
- Social Work
- Annals of Public Analysis and Management
- New Directions for Philanthropic Fundraising
- Research in Higher Education
- Journal of Applied Behavioral Science
- American Sociological Review
- American Economics Review
- Journal of Accountancy Administrative Science Quarterly
- Stanford Social Innovation Review
- International Journal of Nonprofit and Voluntary Sector Marketing
- Voluntas: The International Journal of Voluntary and Non-Profit Organizations

All writing assignments will be expected to be discussed and shared in class. All papers should be annotated or footnoted with sources used. Details will be given in class. Late submissions will be penalized one-half-grade. Papers that are late by more than one week, without sufficient explanation, will be penalized a full grade.

Class attendance, promptness, and participation in class discussions are critical. The final course grade will be computed as follows:

Class attendance and participation	25%
Public policy / issue analysis	15%
Organizational Case Study	25%
Creating a Nonprofit Organization	25%

Course Overview

DATE	TOPIC	DUE
August 30	Course Introduction / Overview of the Nonprofit Sector	
Sept. 6	Defining the Sector –Theories of the Voluntary Sector	
Sept. 13	Dimensions of the Nonprofit Sector – Range and Impact	Public Policy/Current Event Paper Due in Class
Sept. 20	Nonprofit Sector in the International Context	Case Study Proposal Paragraph Due in Class
Sept. 27	Legal and Tax Framework of the Nonprofit Sector	
October 4	Financial Management	Guest Speaker
Oct. 11	Governance and Executive Leadership	
Oct. 18	Managing People in Nonprofit Organizations	
Oct. 25	Strategic Planning, Theories of Change, and Collaborative Partnerships	
Nov. 1	Live Case Study: TO BE CONFIRMED	
Nov. 8	Live Case Study: TO BE CONFIRMED	
Nov. 15	Social Change, Advocacy, and Lobbying	Case Study Paper Due in Class
Nov. 22	NO CLASS THIS WEEK	
Nov. 29	Live Case Study: TO BE CONFIRMED	
Dec. 6	Philanthropy and Nonprofit Management	
Dec. 13	Potluck and Final Reflection	Creating a Nonprofit: group paper due in class

Class Schedule and Reading Assignments:

Week 1 – August 30

Course Introduction; Overview of the nonprofit sector and its role and function

Individuals will spend one minute each introducing themselves. You may chose to share about where you are from, what in your life got you interested in nonprofit work, your own work history that can include your volunteer work, and/or a brief statement as to what you feel most passionately about in life.

In addition we will clarify assignments, due dates and questions around the syllabus. We will also take a few minutes to navigate blackboard since we will also use blackboard for regular communication. In the last 30-45 minutes we will begin to address the following regarding the nonprofit sector. What was the historical nature of the debate that gave rise to nonprofit s and voluntary organizations? What role in democracy? What role in capitalism? Why the acceptance along both sides of the political spectrum?

Readings:

Walter W. Powell and Richard Steinberg, The Nonprofit Sector: A Research Handbook, Yale University Press: New Haven and London, 2006. Chapter 1. "The Nonprofit Sector in Historical Perspective: Traditions of Philanthropy in the West," Kevin C. Robbins. (e-reserves)

Week 2 – September 6

Defining the Sector

This week we will address the following questions: What are their core characteristics of nonprofits and voluntary organizations? What distinguishes nonprofits from organizations in other sectors, the public and the private? What do they share in common? What is the range of impacts attributed to these organizations?

Readings:

Walter W. Powell and Richard Steinberg, The Nonprofit Sector: A Research Handbook, Yale University Press: New Haven and London, 2006. Chapter 5, "Economic Theories of Nonprofit Organizations," by Richard Steinberg. (e-reserves)

Peter Frumkin: Civic and Political Engagement (e-reserve)

David Horton Smith. The Impact of the Voluntary Sector on Society. (e–reserve).

Valentinov, V. (2005): Explaining Nonprofit Organization; the social value approach. *Journal of Cooperative Studies*, Vol. 38 (2), pp. 22-36. (e-reserve)

Week 3 – September 13

Policy/Current Event Paper Due in Class

Dimensions of the Nonprofit Sector

This week we will explore the specific dimensions of the sector. How large is the sector? What is the range of the classifications? And can we link impacts to classifications of nonprofits?

Readings:

Walter W. Powell and Richard Steinberg, The Nonprofit Sector: A Research Handbook, Yale University Press: New Haven and London, 2006. Chapter 3, "Scope and Dimensions of the Nonprofit Sector," by Elizabeth T. Boris and C. Eugene Steuerle (e-reserves)

Christopher Hoyt : Tax Exempt Organizations (e-reserve)

Gilmore, Ruthie. In the Shadow of the Shadow State from *The Revolution Will Not Be Funded: Beyond the Nonprofit Industrial Complex.* Edited by Incite Women of Color Against Violence, 2007. (e-reserve).

For a quick overview of New York City: The New York City Nonprofits Project please read the executive summary and each of the areas covered –the sector, services, financial squeeze and financial health and distress. **http://www.nycnonprofits.org**

We will also look at nonprofits and that is what is the hierarchy or typology of organizations from a community perspective. (See the pages posted on blackboard by Ferguson.)

Week 4 – September 20

Case Study Proposal Paragraph Due in Class

The nonprofit sector in an international context

We will discuss the trends in growth of international NGO's and what roles they play in the developing countries and developed countries. We will ask: How different are the rules by which they must play? What is meant by global civil society? Are there limits to this concept?

Readings:

"The idea of global civil society," by Mary Kaldor, *International Affairs* **79**, 3 (2003) 583-593 (posted on blackboard)

"Against NGOs?: A Critical Perspective on Nongovernmental Action," by Nidhi Srinivas. *Nonprofit and Voluntary Sector Quarterly* 2009; 38; 614 (posted on blackboard)

"D.I.Y. Foreign Aid: the rise of the fix-the-world-on-your-own generation" by Nicholas D. Kristof, *The New York Times Magazine*, October 24, 2010. (distributed in class)

"The Peanut Solution, " by Andrew Rise, *The New York Times Magazine,* September 2, 2010.

(distributed in class).

Week 5 – September 27

Legal and Tax Framework of Nonprofit Sector / Relationship to Public Policy

We will discuss what it means to be a nonprofit in the eyes of the law, explore how these laws have evolved, and engage the following questions: What is the role of state and government in creating these entities? What is the nature of oversight? What are the rules under which one remains a nonprofit? What if the nonprofit is dissolved? What jeopardizes one's nonprofit status? What are the legal issues related to commercial activities? What can be earned? Under what circumstances?

Readings:

Planet Water Case Study (posted on blackboard)

The Jossey-Bass Handbook of Nonprofit Leadership and Management, Third Edition, Chapters 1 and 2.
"Historical Perspectives on Nonprofit Organizations in the United States," Peter Dobkin Hall.
"The Legal Framework of the Nonprofit Sector in the United States", Bruce R. Hopkins and Virginia C. Cross.

Week 6 – October 4

Financial Management : Guest Speaker: TBA

Readings:

The Jossey-Bass Handbook of Nonprofit Leadership and Management, Third Edition, Chapters 17 and 18
"Financial Leadership in Nonprofit Organizations," Jeanne Bell
"Nonprofit Finance: Developing Nonprofit Resources," Dennis R. Young

Week 7 – October 11

Governance and Executive Leadership of Nonprofit Organizations

This week we will explore: What do we mean by governance? What are the key issues and dilemmas surrounding governance? Why boards? How are they constituted, organized and informed? What do we mean by accountability? To whom? Who is liable? How do we measure a board's effectiveness? What is executive leadership? Who leads whom, the Board or the CEO/ED?

Readings:
The Jossey-Bass Handbook of Nonprofit Leadership and Management, Third Edition, Chapters 5 and 6

"Leadership, Governance, and the Work of the Board," David O. Renz
"Executive Leadership," Robert D. Herman

"Diversity and Foundation Boards" from the Greenlining Institute (posted on blackboard)

"Leadership: Making the Vision Real," from the book *From the Ground Up: Grassroots Organizations Making Social Change* by Carol Chetkovitch and Frances Kunreuther, 2006. Cornell University.

Week 8 – October 18

Managing People in Nonprofit Organizations

This segment is a survey of some of the practical people management issues and tools used in a variety of nonprofit settings.

Readings:

The Jossey-Bass Handbook of Nonprofit Leadership and Management, Third Edition, Chapters 24 and 26
"Effective Human Resource Practices: Recruitment and Retention in Nonprofit Organizations," Mary R. Watson, Rikki Abzug
"Designing and Managing Volunteer Programs, " Jeffrey L. Brudney"

"Approaches to Social Change: A Framework," Chapter One in *From the Ground Up: Grassroots Organizations and the Making of Social Change* by Carol Chetkovitch and Frances Kunreuther. 2006. Cornell University Press: Ithaca and London.

Week 9 – October 25

Strategic Planning, Theories of Change, and Collaborative Partnerships

This week we will address the use of mission, vision, strategic planning and theory of change tools in nonprofit organizations. We will ask: Why do strategic planning? What does the process entail? What is a 'theory of change' and how is it used in nonprofit and philanthropic management (we will use the 'social capital' example)? What do we mean by collaboration and partnerships for increased impact?

Readings:

The Jossey-Bass Handbook of Nonprofit Leadership and Management, Third Edition, Chapter 9
"The Strategy Change Cycle…" John M Bryson.

A Theory of Change as a Tool for Strategic Planning at:
http://theoryofchange.org/tocII_final4.pdf

"Collaboration: Mission Driven Partnerships," Chapter Six in *From the Ground Up: Grassroots Organizations and the Making of Social Change* by Carol Chetkovitch and Frances Kunreuther. 2006. Cornell University Press: Ithaca and London.

Week 10 – November 1

Collaboration, Partnerships, and Strategic Alliances

LIVE CASE STUDY –GUEST SPEAKER/S TBA

TBA: Readings will be posted on blackboard. Guest speaker/s.

Week 11 – November 8

Community Building and Youth Development

LIVE CASE STUDY – GUEST SPEAKER/S TBA

Week 12 – November 15

Case Study Paper Due in Class

Social Change, Advocacy and Lobbying

This week's questions include: What are the rules that govern advocacy? Is there a distinction between advocacy and lobbying? What theory of change guides us to community organizing? What are some of the strategies used by community based nonprofit organizations seeking social change?

Readings:

The Jossey-Bass Handbook of Nonprofit Leadership and Management, Third Edition,, Chapters 13 and 14:
"Advocacy, Lobbying, and Social Change," Marcia Avner
"Collaboration and Strategic Alliances," John A. Yankey and Carol K. Willen.

"Funding Community Organizing," a resource guide for funders from Grantcraft (posted on blackboard)

Week 13 – November 29

Social Media, Culture and the Arts

LIVE CASE STUDY - GUEST SPEAKER/S TBA

Readings: will be posted on blackboard. Guest speaker/s.

Week 14 – December 6

Opportunities and Dilemmas of Private Philanthropy

Presentation on the research of Erica Kohl-Arenas

Readings TBA

Week 15 – December 13

Creating a Nonprofit: Group Paper Due in Class

The future of the nonprofit sector

What future challenges do nonprofit organizations face? How is the sector responding to emergencies such as 9/11, Katrina, economic crisis, and deepening poverty? What opportunities and challenges do new trends like Venture Philanthropy, living donor foundations (Gates, Buffet, Soros), executive compensation, crisis in leadership, issues around evaluation bring? Students will work in teams to choose one future challenge or opportunity facing the sector to explore and present to class. Time will also be taken for class evaluation.

Readings:

The Jossey-Bass Handbook of Nonprofit Leadership and Management, Third Edition, Chapters 3, and Conclusion.
"The Changing Context of Nonprofit Leadership and Management," Lester M. Salamon
"The Future of Nonprofit Management", David O. Renz

FINAL CLASS IS A POTLUCK: FINAL REFLECTION AND CELEBRATION