

**U6414 Nonprofit Management and Finance**  
**Spring 2003**  
**Saturdays, 9:00-11:00**

***Instructor: David Campbell, Ph.D.***  
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***Required Course Texts***

Brinckerhoff, Peter (2000). Mission-based Management. 2<sup>nd</sup> edition. New York: John Wiley & Sons.

Light, P. (2000). Making Nonprofits Work: A Report on the Tides of Nonprofit Management Reform. Washington D.C.: Brookings Institution Press.

Ott, J. Steven, Ed., (2001). Understanding Nonprofit Organizations: Governance, Leadership and Management. Boulder, CO: Westview Press.

Salamon, L. (1999). America's Nonprofit Sector: A Primer. 2<sup>nd</sup> edition. New York: The Foundation Center.

A course reader is required.

***Recommended Course Texts***

Herman, Robert D. & Associates, (1994). The Jossey-Bass Handbook of Nonprofit Leadership and Management. San Francisco, CA: Jossey-Bass.

***Course Overview***

This course will provide an introduction to management issues faced by leaders in nonprofit organizations. The course will be arranged topically. The topics to be covered are listed for the class session date on which that topic will be presented. The format for the course will be lecture and facilitated discussion. Case studies, assigned readings and other activities will be used to organize class discussions.

***Assignments***

Students will be evaluated based on two different kinds of assignments, case study analyses and a final, take home exam. Over the semester, all class members will be responsible for completing four brief case study memos. The case study memos should be no more than two to three pages single spaced. The analyses will be based on questions provided about Harvard case

studies (from the Business and Kennedy Schools). ***We will study five cases; you are responsible for four analyses.*** We will have a class discussion about cases on the day the cases are due. Also, each student will be asked to participate in the preparation of a group project that will be presented in class. There will be a take home exam at the end of the semester.

Course grading will be based 40% on the case studies, 10% on the group presentation, 40% on the final exam and 10% on attendance/participation in classroom discussion.

## ***Course Schedule***

### ***January 25***

Course Overview and Introduction to Nonprofit Organizations  
Review of syllabus, course requirements and student interests  
Overview of the nonprofit sector  
Legal framework of the nonprofit sector

#### ***Required Reading:***

*Salamon, America's Nonprofit Sector: A Primer, Chapters 2-5 (pp. 7-74)*  
*Light, P., Making Nonprofits Work, pp. 1-43*  
*Brinckerhoff Chapters 1,2*

#### ***Recommended Reading***

*Hammack, "Introduction: Growth, Transformation, Quiet Revolution in the Nonprofit Sector over Two Centuries"*

### ***February 1***

The Legal Structure of Nonprofit Organizations  
Ethical Issues in Nonprofit Management.

#### ***Required reading:***

*Ott, Chapters 5,6,8*  
*Independent Sector "Obedience to the Unenforceable: Ethics and the Nations Voluntary and Philanthropic Community" available at [www.independentsector.org](http://www.independentsector.org).*

### ***February 8***

Governance Issues and the Organization of Nonprofits  
Differences between for profit and nonprofit organizations: shareholder value vs. mission  
Role of the Board in a nonprofit organization  
Leadership and Committee Structure

#### ***Required Reading:***

*Ott, Chapters 1-4*  
*Brinckerhoff, Chapters 5*  
*Holland, T. "Board Accountability: Lessons from the Field"*

*Recommended Reading:*

*Abzug, R. and Galasciewicz, J.. "Nonprofit Boards: Crucibles of Expertise or Symbols of Local Identities"*

*Case Study One: NAACP due*

***February 15, 22***

Introduction to Nonprofit Management: Mission, Vision and Strategic Planning

The role of mission in nonprofit organizations

Creating, evaluating and using mission and values statements.

Creating a Strategic Plan

Role of Strategic Planning in nonprofit organizations

How to put together a strategic plan

*Required Reading:*

*Drucker, pp. 3-8*

*Brinckerhoff, Chapter 3,4, 10*

*Ott, Chapters 10-12*

*Mara, C., "A Strategic Planning Process for a Small Nonprofit Organization: A Hospice Example"*

*Case Study Two: GLSTN is due on February 22<sup>nd</sup>.*

***March 1, 8***

Financial Management Issues

Financial Management and Organizational Accountability

Relationship Between Budgeting and Planning

Reading and Using Nonprofit Financial Statements

Financial control strategies in nonprofit organizations

*Required Reading*

*Ott, Chapters 24-26*

*Brinckerhoff, Chapters 10*

*Strachan, J. "Understanding Nonprofit Financial Management"*

*Trussel, J., "Revisiting the Prediction of Financial Vulnerability"*

*Case Study Three: Historical Society of Pennsylvania is due on March 8<sup>th</sup>.*

**March 22**

Nonprofit organizations and public policy

Nonprofit organizations as advocates  
How nonprofit organizations influence public policy debate  
Legal issues in nonprofit advocacy

*Required Reading:*

*Salamon, Chapter 10, pp. 135-147*

*Rees, S., "Effective Nonprofit Advocacy," pp. 1-45*

*Group Project 1 due*

**March 29**

Social Entrepreneurship

Entrepreneurship and nonprofit organizations  
Non-traditional sources of revenue

*Required Reading:*

*Brinckerhoff, Chapter 8*

*Dees, J.D. "Enterprising nonprofits"*

*Dahle, Cheryl, "We've got two bottom lines: Money and the Mission"*

*Reis, Tom, "Unleashing New Resources and Entrepreneurship for the Common Good"*

*(available at <http://www.wkkf.org/pubs/PhilVol/Pub644.pdf>). Or, go through*

*[www.wkkf.org](http://www.wkkf.org), to knowledgebase to publications and resources, select "u"*

*Recommended:*

*Boschee, J. "Merging Mission and Money: A Board Member's Guide to Social Entrepreneurship"*

*Case Study Four: City Year due*

**April 5**

## Fund Raising Principles

### Fund Raising Plans

Types of fund raising: capital campaigns, annual campaigns, major donors, events.

Creating a constituency

### *Required Reading:*

*Ott, Chapters 13-15*

*Philanthropy Industry Note Part A: Landscape of Philanthropy in the United States.*

*Lindah, W., & Conley, A. "Literature Review: Philanthropic Fundraising"*

*"Giving and Volunteering in the United States 2001" available at*

*<http://www.independentsector.org/PDFs/GV01keyfind.pdf>.*

## **April 12**

### Accountability Issues in the Nonprofit Sector

September 11<sup>th</sup> and the Nonprofit Sector: A Case example

### *Required Reading:*

*Carson, E., "Public Expectations and Nonprofit Sector Realities: A Growing Divide with Disastrous Consequences."*

*Jones, D., & Campbell, D. "How Did we Do? Philanthropy's Response to September 11<sup>th</sup>" (to be distributed).*

*Light, P., Pathways to Nonprofit Excellence, pp. 1-19*

*"Disaster Relief, Donor Intent and Public Accountability," an interview with Mark Edelman, Chief External Relations Officer, Greater New York Chapter American Red Cross, in September 11: Perspectives from the Field of Philanthropy, pp. 47-54*

*Keeping the Trust: Confidence in Charitable Organizations in an Age of Scrutiny. Available at [www.independentsector.org](http://www.independentsector.org).*

### Group Project Two due

## **April 26**

### The role of foundations in nonprofit management

Project funding , venture philanthropy, sources of foundation money

### *Required Reading:*

*Ott, Chapter 16*

*Letts, Ryan and Grossman, "What foundations can learn from venture capitalists"*

*Porter and Kramer, "Philanthropy's New Agenda: Creating Value"*

*Stauber, K., "Mission Driven Philanthropy"*

*Review Foundation Center statistics about foundations at [www.foundationcenter.org](http://www.foundationcenter.org).*

*Click on Researching Philanthropy and Funding Trends.*

*Case Study Five: Triangle Community Foundation due*

**May 3**

Emerging Issues in the Nonprofit Sector

*Required Reading*

*Ryan, W. "The New Landscape for Nonprofits"*  
*Light, P., Making Nonprofits Work, pp. 44-77*

*Final Exam Due*