U6414 Nonprofit Management and Finance  
Spring 2005  
Saturdays, 9:00-11:00

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Required Course Texts


A course reader is required and can be purchased at Copy Quick.

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 six cases; you are responsible for four analyses. You may only do one of the first two scheduled case studies. 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, 20% on the group presentation, 30% on the final exam and 10% on attendance/participation in classroom discussion.
Course Schedule

January 22

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

Required Reading:
   Salamon, pp. 1-87
   Brinckerhoff Chapters 1,2
   Herman, Chapter 1

Recommended Reading
   Hammack, “Introduction: Growth, Transformation, Quiet Revolution in the Nonprofit Sector over Two Centuries”

January 29

The Legal Structure of Nonprofit Organizations
Introduction to Nonprofit Management: Mission, Vision and Strategic Planning

Required reading:
   Herman, Chapters 3,
   Stamler, B., “The Gray Area for Nonprofits: Where Legal is Questionable”
   Drucker, pp. 3-8
   Brinckerhoff, Chapter 3,4
   Rangan, V. “Lofty Missions, Down-to-Earth Plans”

February 5

Mission and Strategic Planning II
   The role of mission in nonprofit organizations
   Creating, evaluating and using mission and statements.

Creating a Strategic Plan
   Role of Strategic Planning in nonprofit organizations
   How to put together a strategic plan

Required Reading:

   Herman, Chapter 8
   Brinckerhoff, Chapter 11
   LaPiana, “Strategy Formation: Beyond Strategic Planning”
   McLaughlin, T. “Thinking Strategically: It really can be an art form”
Recommended Reading:


Case Study One is due.

February 12th

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:

Herman, Chapter 6
Brinckerhoff, Chapter 5
Holland, T. “Board Accountability: Lessons from the Field”
Korngold, A., “Term Limits: Only Dysfunctional Organizations Need Them”
Wyland, M., “Term Limits: Only Perfect Board Can Do Without Them”

Case Study Two due.

February 19th

Financial Management I
Financial Management and Organizational Accountability
Relationship Between Budgeting and Planning
Reading and Using Nonprofit Financial Statements
Financial control strategies in nonprofit organizations

Required Reading:

Brinckerhoff, Chapter 10
Herman, Chapter 19
Strachan, J. “Understanding Nonprofit Financial Management”
Miller, C. “Hidden in Plain Sight: Understanding Nonprofit Capital Structure”
McCambridge, R. & Salamon, L. “In but not Of the Market”
Lammers, J. “Know Your Ratios: Everyone Else Does”
February 26th

Financial Management II

**Case Study Three due**

March 5

Fund Raising Principles
  
  Fund Raising Plans
  
  Types of fund raising: capital campaigns, annual campaigns, major donors, events.

  Creating a constituency

Required Reading:

*Herman, Chapter 17*

Ho Vannoni, K., “Hungry Heart Association: A maverick reorganization by an American Heart Association paves the way for fundraising success.


Review Giving USA summary information available at [www.givingusa.org](http://www.givingusa.org).


Strom, S., “Big but not easy: As donors set terms, some charities resist”

Recommended Reading:

*Lindahl, W., & Conley, A. “Literature Review: Philanthropic Fundraising”*

March 12

Social Entrepreneurship
  
  Entrepreneurship and nonprofit organizations
  
  Non-traditional sources of revenue

Required Reading:

*Herman, Chapter 18*

*Brinckerhoff, Chapter 8*

Dees, J.D. “Enterprising nonprofits”

Dahle, Cheryl, “We’ve got two bottom lines: Money and the Mission”

Jain, V., “Not-So-Starving Artists: Artists for Humanity Students are also employees”

Eisenberg, P. “The Public Loses Out When Charities Become too Business-Like”

Recommended:

*Boschee, J. “Merging Mission and Money: A Board Member’s Guide to Social*
Entrepreneurship”

Case Study Four: City Year due

March 26

The role of foundations in nonprofit management

Project funding, venture philanthropy, sources of foundation money

Required Reading:

Letts, Ryan and Grossman, “What foundations can learn from venture capitalists”
Stauber, K., “Mission Driven Philanthropy”
Bailin, M., “Requestioning, Reimagining and Retooling Philanthropy”
Blumberg, G., “Spend it Now: Why some Foundations Plan their Demise”

Review Foundation Center statistics about foundations at www.foundationcenter.org.
Click on Researching Philanthropy and Funding Trends.

Case Study Five Due

April 2

Nonprofit organizations and public policy

The relationship between the nonprofit sector and government
How nonprofit organizations influence public policy debate
Legal issues in nonprofit advocacy

Required Reading:

Herman, Chapter 10
Rosenman, M., “Why Social Service Groups Must Mobilize”
Wartik, N., “The Case for 2 Approaches”
Guinane, K. “The Perils of Speaking Out”

Group Project 1 due

April 9
Ethics and Accountability Issues in the Nonprofit Sector

Required Reading:
Herman, Chapter 9
Independent Sector “Obedience to the Unenforceable: Ethics and the Nations Voluntary and Philanthropic Community”
Light, P., Pathways to Nonprofit Excellence, pp. 1-19
Keeping the Trust: Confidence in Charitable Organizations in an Age of Scrutiny. Available at www.independentsector.org.
Aviv, D., “Earning the Public Trust”

Recommended Reading:
Jones, J., “Accountability Issues: Everyone is looking at NPOs”
Nonprofit Quarterly Editors, “Attorneys General and Nonprofits”
Strom, S., “New Equation for Charities: More Money, Less Oversight”
Stamler, B. “A Round-Table Discussion on Regulating Charities”

Group Project Two due

April 23

Measurement

Required Reading
Herman, Chapters 14, 16
United Way of America, “Introduction to Outcome Measurement”

Case Study Six due

April 30

Nonprofit Management Reform
Reform Pressures
Key Reform Movements: Theory and Practice
Required Reading

Light, Chapters 1-3, pp. 1-77
Ryan, W. “The New Landscape for Nonprofits”
Herman, pp. 731-736

Final Exam Due