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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 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 50% on the case studies, 10% on the group presentation, 30% on
the final exam and 10% on attendance/participation in classroom discussion.

**Course Schedule**

**January 24**

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

*Required Reading:*
  - Salamon, *America’s Nonprofit Sector: A Primer*, Chapters 2-5 (pp. 7-74)
  - Brinckerhoff Chapters 1,2

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

**January 31**

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

*Required reading:*
  - Ott, pp. 51-91, 108-119
  - Independent Sector “Obedience to the Unenforceable: Ethics and the Nations Voluntary and Philanthropic Community”
  - Stamler, B., “The Gray Area for Nonprofits: Where Legal is Questionable”

**February 7**

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, 11*
  - Ott, pp. 127-141, 158-166
Recommended Reading:

Case Study One, GLSTN, is due February 7th.

February 14th

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

Ott, pp. 283-308
Brinckerhoff, Chapters 10
Strachan, J. “Understanding Nonprofit Financial Management”
Trussel, J., “Revisiting the Prediction of Financial Vulnerability”

February 21st

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, pp. 1-37
   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”

Recommended Reading:
   Abzug, R. and Galasciewicz, J. “Nonprofit Boards: Crucibles of Expertise or Symbols of Local Identities

Case Study Two: NAACP due

February 28
Fund Raising Principles
  Fund Raising Plans
  Types of fund raising: capital campaigns, annual campaigns, major donors, events.
  Creating a constituency

Required Reading:
  Ott, Chapters pp. 167-201
  Lindahl, W., & Conley, A. “Literature Review: Philanthropic Fundraising”

March 6

Financial Management II

Case Study Three: Historical Society of Pennsylvania is due on March 6th.

March 20

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”

Recommended:
Case Study Four: City Year due

March 29

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”

April 3

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:
   Salamon, Chapter 10, pp. 135-147
   Rosenman, M., “Why Social Service Groups Must Mobilize”
   Wartik, N., “The Case for 2 Approaches”

Group Project 1 due

April 10

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”
   Stauber, K., “Mission Driven Philanthropy”
Bailin, M., “Requesting, 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: “EMC: A New Approach at an Old Foundation” due

April 24

Accountability Issues in the Nonprofit Sector
September 11th and the Nonprofit Sector: A Case example

Required Reading:

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.
Strom, S., “New Equation for Charities: More Money, Less Oversight”

Group Project Two due

May 1

Measurement

Required Reading

http://www.mckinseyquarterly.com/article_page.asp?tk=547053:33&ar=1053&L2=33&L3=95


Final Exam Due