PPPM 480: Nonprofit Management
Winter 2019
(4 credits)
CRN: 25792

University of Oregon School of Planning, Public Policy & Management

Course Website: http://canvas.uoregon.edu

Saurabh Lall, Ph.D.

Class Location: 246, Gerlinger Hall
Class Timing: Mondays, Wednesdays | 12:00 – 1:50 PM
Office hours: 3:00 PM – 4:00 PM Tuesdays
10:00 AM – 11:15 AM Wednesdays
and by appointment (please email)

Office: 147D, Hendricks Hall
Email: slall@uoregon.edu
Phone: 541-346-7354

Course Description

The nonprofit sector (also referred to as the independent, voluntary, civic, non-governmental organization, or charitable sector) is sometimes considered the third sector in society, after the business (for-profit) and government sectors. Nonprofits are a vital part of society, employing millions of people around the world. In the United States, the nonprofit sector contributed over $900 billion to the US economy in 2013, composing 5.4% of the country's GDP.

In this class, I want to expose you to the breadth of challenges that nonprofit leaders and managers face in managing these increasingly complex organizations. Among other things, we will cover:

- Structures and governance of nonprofits
- Acquiring resources to maintain and grow operations
- Evaluation and performance measurement
- Marketing and communications to a diverse set of stakeholders

This course will not only provide an overview in managing nonprofit organizations, but also illustrate important concepts using research and real-world examples from the US and around the world. We will examine common challenges faced by nonprofits working in a range of sectors and environments, and identify successful and not-so-successful approaches to address these issues. Throughout the class, we will use assignments and in-class exercises to simulate real-world scenarios in the nonprofit sector. Whether you are thinking of starting your own nonprofit, working for an existing one, or perhaps working with one of the many organizations that interact with nonprofits, this class should prepare you to engage with the sector.

Competencies

By completing this course, students will be able to:

1. Understand the breadth of challenges in the nonprofit sector, including governance, funding, publicity, performance measurement, and staffing, that are felt by both start-up and established nonprofits.
2. Review and analyze successful practices in nonprofit management and leadership.
3. Research nonprofits in their sectors of interest and understand the specific challenges they face.
4. Work in groups to critically examine the issues related to starting a new nonprofit, and to respond to feedback from relevant stakeholders.
5. Write a compelling and persuasive article about an important issue in the nonprofit field.
6. Increase their understanding of the sector to prepare them for any subsequent classes in PPPM dealing with nonprofits.

Course Structure

I will try to use a variety of approaches in this class. I will spend some time lecturing each class, we'll discuss topics of the lectures and readings, and we will do some in-class exercises and case discussions to illustrate key concepts. I want you to engage with the material, and my goal is to try to facilitate that process.

Grading

This class either is offered on a graded or pass/no pass basis. In accordance with PPPM department policy, the average grade in this class is a B. Your grade will be determined by your performance on the following assignments/activities (see below) The assignments for this class are designed to assess two aspects of learning – (1) how well you understand the material and discussions in the class, and (2) how well you apply these lessons to real-world situations that are common in the field of social enterprise. Grading rubrics for each assignment will be posted on Canvas. All assignments are to be submitted through Canvas, unless otherwise stated. No printed copies, please.

Grades will be assigned according to the following points distribution.

Grade Distribution	
A	94-100%
A-	90-93.99%
B+	86-89.99%
B	84-85.99%
B-	80-83.99%
C+	76-79.99%
C	74-75.99%
C-	70-73.99%
D+	66-69.99%
D	64-65.99%
D-	60-63.99%
F	Under 60%

Course Website

The course website is located on the University of Oregon's Canvas system (http://canvas.uoregon.edu). The class syllabus, announcements, and other materials will be posted on the Canvas site. Please check the course website frequently for updates. In addition, make sure that Canvas has your correct email address and that you receive notifications through Canvas. I will use this email address to communicate with you.

Reading Materials
There is one required textbook for this class. We will supplement the textbook with additional readings that will be available on Canvas:

1. <u>Nonprofit Management: Principles and Practice</u> (4th edition) by Michael J. Worth (Sage, 2016).

NOTE: The 5th and 3rd editions of the Worth textbook are also fine. Some chapters are numbered differently, so make sure you compare the Table of Contents of both editions to complete the correct readings for the week. (you can use the Look Inside feature on Amazon to check the ToC for both editions). **However, please do not use any editions published before 2013, as they are quite different.**

I will post additional readings from a variety of sources on the class Canvas site at http://canvas.uoregon.edu.

Some of the readings listed in the syllabus include videos. You may choose to watch the video (closed captioning/subtitles are provided), listen to the audio only, or read the transcript of the talk.

Disabilities
Accessibility and Special Accommodations: The University of Oregon is working to create inclusive learning environments. Please notify me if there are any aspects of this course that result in disability-related barriers to your participation. For more information or assistance, contact:
Accessible Education Center: 164 Oregon Hall | 541-346-1155 | aec.uoregon.edu

Late Assignment Policy
All assignments are to be submitted electronically via Canvas by the due date and time. Late assignments will receive a per-day point penalty unless you have received my approval to submit it late ahead of the due date. It is your responsibility to ensure that the submission is made on time. If you have difficulty submitting through Canvas for some reason, you may email an electronic file (word or pdf) to me at slall@uoregon.edu.

Incomplete Policy
Students are expected to behave in a professional manner and to turn in all materials at the designated time. In accordance with university regulations, an incomplete will only be given when "the quality of work is satisfactory but a minor yet essential requirement of the course has not been completed for reasons acceptable to the instructor."

Academic Misconduct
You are expected at all times to do your own work. Copying content from other students or other authors and submitting it as your own work is grounds for failing the class. The University Student Conduct Code (available at conduct.uoregon.edu) defines academic misconduct. Students are prohibited from committing or attempting to commit any act that constitutes academic misconduct. For example, students should not give or receive (or attempt to give or receive) unauthorized help on assignments or examinations without express permission from me. Students should properly acknowledge and document all sources of information (e.g. quotations, paraphrases, ideas). If there is any question about whether an act constitutes academic misconduct, it is your obligation to clarify the question with me before committing the act. Additional information about a common form of academic misconduct, plagiarism, is available at: https://researchguides.uoregon.edu/citing-plagiarism.

Plagiarism
Students should properly acknowledge and document all sources of information (e.g. quotations, paraphrases, ideas) and use only the sources and resources authorized by the instructor. If there is any question about whether an act constitutes academic misconduct, it is the students' obligation to clarify the question with the instructor before committing or attempting to commit the act. Additional information about a common form of academic misconduct, plagiarism, is available at
http://libweb.uoregon.edu/guides/plagiarism/students

Inclusion & Duty to Report Sexual Assault

The School of Architecture and Allied Arts, the administrative home of the PPPM department, is a community that values inclusion. We are committed to equal opportunities for all students to develop individually, professionally, and academically regardless of ethnicity, heritage, gender, sexual orientation, ability, socio-economic standing, cultural beliefs and traditions. We are dedicated to an environment that is inclusive and fosters awareness, understanding, and respect for diversity. If you feel excluded or threatened, please let me know. If you are reluctant to speak to someone in person, please know that the University Bias Response Team is also a resource that can assist you. Find more information at their website at http://bias.uoregon.edu/index.html or by phoning 541-346-2037.

In addition, we are also committed to providing an environment free of all forms of prohibited discrimination and sexual harassment, including sexual assault, domestic and dating violence and gender based stalking. If this happens to you or a student you know, I will counsel you/and or the student to seek confidential assistance at the University Health Center and the University Counseling Center. I am required by the University to report this to the PPPM Department Head and the Office of Affirmative Action and Equal Opportunity so that the incident can be investigated and appropriate action taken.

Assignments
All assignments (unless otherwise noted) should be submitted electronically via Canvas. If you encounter technical difficulties in submitting through Canvas, please email the assignment in word or pdf format to me.
NOTE: Both American English (e.g., organization, color) and British English spellings (e.g., organisation, colour) are perfectly acceptable in class. You are also free to use either Metric or Imperial units in your assignments as needed.

Attendance and Participation (10%)
You registered for this class because you were interested in learning more about nonprofit management, so the best way to accomplish that goal is to attend class. I'll expect you to attend each class session. If you cannot attend class, you should coordinate with your classmates to ensure you get and complete your weekly assignments. You may have one unexcused absence before it affects your grade in this class.

You will be expected to participate in class discussions by asking questions and engaging in the ensuing discussions. If you tend to be quiet in class, and have difficulty participating in discussions for whatever reason, we will also have smaller group discussions for you to engage.

Group Projects (15%)
Starting the second week, you will work in groups of 4-5 students to craft two group assignments on the topics below. I will assign you to groups based on overlap in your interests. Each assignment is worth 7.5 points.

A large foundation has announced a call for expressions of interest to provide startup funding for new organizations that address issues in your fields of interest. Your group will first submit a letter of interest, and then submit a response to feedback and questions (the feedback will be similar in structure and content to what you would expect from the foundation program managers and reviewers). This assignment is designed to help you work in groups to critically examine the issues related to starting a new nonprofit, and to respond to feedback from relevant stakeholders. **Additional details about the requirements will be provided in class once you have been assigned to groups.**

1. **Letter of Interest (7.5%) (500 – 600 words).**

DUE: Week 4 (Friday)
For the first group assignment, you will be writing to the foundation proposing the **creation of a new nonprofit organization** that addresses a critical gap that you have identified through your collective research. This letter of interest should focus on the following:

- What is the problem this nonprofit is trying to address?
- What is your proposed solution, and how will you implement this solution?
- Who is / isn't already addressing this problem? What sets this organization apart you apart from others doing similar work; in other words, what is the critical gap that this new organization can fill?

- ▪ Your organization's mission statement, goals and objectives.
- ▪ How will the funding offered help you implement this solution?

2. **Response to Feedback and Questions (7.5%) (MAXIMUM of 500 words).**

DUE: Week 8 (Friday)
You will receive feedback and questions on your letter of interest from the program managers and reviewers at the foundation. For the second group assignment, you will respond to this feedback, and try to provide any additional information requested.

Midterm (25%)
DUE: Week 6 (Take-home)
The mid-term will be take-home. More instructions will be provided in class, and through Canvas.

Final Paper – Blog Post (25%)
DUE: Week 10 (Thursday, March 15)

Throughout the course you will learn about many important topics and trends in the nonprofit sector. Some of these may be new to you and others may challenge your beliefs and ideas. The purpose of this assignment is to further develop your opinions and perspectives about the issues and opportunities in the nonprofit field. Select <u>any</u> of the topics covered in class that you find interesting and write a brief article in the style of a blog post or article in a relevant trade outlet such as Stanford Social Innovation Review, Nonprofit Quarterly, or Nextbillion (see below for other examples).

Guidelines:
• Individual posts should be no more than <u>700 words</u>.
• Posts should be written in a clear, engaging, and accessible first-person style that <u>minimizes jargon and buzzwords</u>. If you are introducing a term that is used to describe a broad concept with varied meanings, such as social entrepreneurship, <u>define how you are using it</u>.
• Relevant infographics, photos, and illustrations are encouraged (but not required); please provide one-sentence captions and photo/illustration credits for each image you submit.
• All sources should be appropriately cited. Any reference format is fine, as long as you are consistent.

Helpful Tips:
• Craft an opening that grabs readers' attention. The best openings include a story that illustrates the problem you are discussing, or a reference to a recent news event or timely trend.
• Clearly state your central message and <u>support it</u> with logical arguments, empirical evidence, illustrative examples, and direct quotations. Introduce subheadings as necessary to improve readability and clarify the main points you are making.
• Make sure to provide enough context for your topic so that it is accessible and relevant to a broad, but knowledgeable audience. Consider your potential audience to include nonprofit and foundation leaders, socially responsible business leaders, policy makers, public sector managers, academics, and researchers studying social problems and social purpose organizations.

Some examples of potential outlets are below, so you get a sense of potential style and tone (you can email me if you have questions about others):

The Nonprofit Times http://www.thenonprofittimes.com/
Nonprofit Quarterly http://www.nonprofitquarterly.org/
Stanford Social Innovation Review http://www.ssireview.org/
Chronicle of Philanthropy http://philanthropy.com/
Devex http://www.devex.com
Nextbillion http://www.nextbillion.net

This is an example of a similar assignment written for a nonprofit management class that was published in SSIR.
http://www.ssireview.org/blog/entry/is_your_nonprofit_the_next_nfl

If you want feedback on an early draft of your paper, you **MUST submit it to me by week 7**. I will provide feedback by week 8. The draft will not be graded.

Final Exam (25%)
DUE: Finals Week (Take-home)
The final exam will be take-home. More instructions will be provided in class, and through Canvas.

Class Schedule

The following schedule may be adjusted as we move through the term, depending on students' interests and the length of time we discuss particular issues.

The reading list will be updated as the term progresses. Please check the Canvas site weekly to see the additional readings.

Week	Dates	Topic	Assignments Due

1	1/7
	1/9
		Introduction to the Class
		
		Introduction to the nonprofit sector, the Sustainable Development Goals, critiques of the nonprofit sector
		
		Readings:
		1. Worth, Ch.2 – Overview of the Nonprofit Sector
		2. The Sustainable Development Goals (SDGs) - https://sustainabledevelopment.un.org/
		3. Why the SDGs matter to nonprofits and philanthropy
		   a. https://www.cof.org/content/linking-sdgs-philanthropy
		   b. https://www.huffingtonpost.com/natalie-ross/7-steps-philanthropy-can_b_11076634.html
		4. Gauss, A. (2015). Why We Love to Hate Nonprofits. *SSIR*
		   https://ssir.org/articles/entry/why_we_love_to_hate_nonprofits
			UNGRADED - Pre-class quiz (used to assign groups)

2	1/14 ==1/16 (Recorded Lecture)==	**Nonprofit Startup Lab** Lean startup for nonprofits, learning from failure, looking abroad. **Group Assignments by Instructor** *Readings:*	

1. Worth, Ch. 3 – Theories of the Nonprofit Sector and Nonprofit Organizations
2. Dichter, S (2012). What Would the Lean Startup Look Like for Nonprofits? *Sasha Dichter's Blog*
   https://sashadichter.wordpress.com/2012/04/17/the-lean-nonprofit/
3. Starr, K. (2012). The Eight-Word Mission Statement. *SSIR*
   https://ssir.org/articles/entry/the_eight_word_mission_statement
4. Wang, J. (2016). Forgetting Failure. *SSIR*
   https://ssir.org/articles/entry/forgetting_failure
5. Quinn, B. (2015). Looking Beyond Our Borders for Better Results. *SSIR.*
   https://ssir.org/articles/entry/looking_beyond_our_borders_for_better_results
6. McKeever, B. (2015). The Nonprofit Sector in Brief 2015. *The Urban Institute (SKIM)*
   http://www.urban.org/research/publication/nonprofit-sector-brief-2015-public-charities-giving-and-volunteering

| 3 | 1/21 <mark>(NO CLASS – MLK DAY)</mark>
1/23 | **Startup Lab (contd.) & Nonprofit Governance**

Board responsibilities and executive leadership

Readings:

1. Worth, Ch. 4 – Nonprofit Governing Boards
2. Jonker, K. & Meehan, W.F. (2014). A Better Board Will Make You Better. *SSIR*
https://ssir.org/articles/entry/a_better_board_will_make_you_better

3. Buse, K. et al., (2016). The Influence of Board Diversity, Board Diversity Policies and Practices, and Board Inclusion Behaviors on Nonprofit Governance Practices. *Journal of Business Ethics.* | |

| 4 | 1/28
1/30 | **Leadership and Management**

Leading and managing an organization, staff issues, managing volunteers, change management

Readings:

1. Worth, Ch.5 – Executive Leadership
2. Worth, Ch. 9 – Managing Staff and Service | Group Project 1 Due (Fri) |

Volunteers.

3. Walsh, L. et al. (2014). Boosting Nonprofit Board Performance Where in Counts. *SSIR.* https://ssir.org/articles/entry/boosting_non profit_board_performance_where_it_counts

4. Ganguli, S. & Murphy, G. (2016). Building Inclusion from the Inside-Out: A Brief Case Study. *SSIR* https://ssir.org/articles/entry/building_incl usion_from_the_inside_out_a_brief_case_st udy

5. CASE: From Alliance to International: The Global Transformation of Save the Children

5	2/4 2/6	**Strategic Planning and Nonprofit Collaboration** Medium and long-term strategic planning Working with other organizations (public, private, and nonprofit) to achieve common goals *Readings:* 1. Worth, Ch. 7 – Developing Strategy and Building Capacity 2. Worth, Ch. 8 – Collaborations, Partnerships, and Mergers. 3. O'Donovan, D. & Flower, N.R. (2013). The Strategic Plan is Dead. Long Live Strategy. *SSIR* https://ssir.org/articles/entry/the_strategic_ plan_is_dead._long_live_strategy 4. Allison, M. (2015). Strategy Needs a Plan. *SSIR* https://ssir.org/articles/entry/strategy_need s_a_plan 5. (contd.) CASE: From Alliance to International: The Global Transformation of Save the Children	Mid-term posted (due in 1 week)
6	2/11 2/13	**Fundraising** Foundations, Charitable Giving, and Strategic Philanthropy *Readings:* 1. Worth, Ch. 13 – Philanthropic Fundraising 2. Video: Dan Pallotta: The way we think about charity is dead wrong. TED Talk /	Mid-term Due

Transcript
https://www.ted.com/talks/dan_pallotta_the_way_we_think_about_charity_is_dead_wrong

3. Gregory, A.G. & Howard, D. (2009). The Nonprofit Starvation Cycle. *SSIR*
https://ssir.org/articles/entry/the_nonprofit_starvation_cycle

| 7 | 2/18 2/20 | **Fundraising (contd.) & Financial Management** | Draft final paper due for feedback [NOT GRADED] |

More about fundraising

Developing and managing budgets.

Donor reporting and accountability

Readings:

1. Worth, Ch. 12 – Financial Management
2. Worth, Ch. 14 – Earned-Income Strategies
3. Lecy, J. & Searing, E. (2014). Anatomy of the Nonprofit Starvation Cycle: An Analysis of Falling Overhead Ratios in the Nonprofit Sector. *Nonprofit and Voluntary Sector Quarterly*
4. CASE: New Fundings, New Beginnings: To Collaborate or Not to Collaborate

| 8 | 2/25 2/27 | **The Emerging Fourth Sector: Social Enterprise, Social Entrepreneurship, and Commercialization** | Group Project 2 Due (Fri) |

The spread of new organizational forms in the US and abroad.

The social enterprise ecosystem: impact investing, venture philanthropy, and social accelerators.

Readings:

1. Battilana, J., et al. (2012). In search of the hybrid ideal. *SSIR*
https://ssir.org/articles/entry/in_search_of_the_hybrid_ideal
2. Young, D. R., & Lecy, J. D. (2014). Defining the universe of social enterprise: Competing metaphors. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations

| 9 | 3/4 3/6 | **Measuring Performance, Effectiveness, and Evaluation** | |

Measuring the effectiveness of your work.

Balancing the dual concerns of being accountable to funders while also learning as an organization.

Integrating evaluation and performance measurement into your operational structure.

Readings:

1. Worth, Ch. 6 – Ensuring Accountability and Measuring Performance
2. TBD
3. Ebrahim, A., & Rangan, V. K. (2014). What Impact? California Management Review, 56(3).

| 10 | 3/11
3/13 | **Marketing and Promotion**

Communicating complexity and uncertainty to a wide range of stakeholders

Building the Nonprofit Brand

Readings:

1. Worth, Ch. 10 – Marketing and Communications
2. Kylander, N. & Stone, C. (2012). The Role of Brand in the Nonprofit Sector. *SSIR.* https://ssir.org/articles/entry/the_role_of_brand_in_the_nonprofit_sector
3. Mills, E. (2016). Great Mission. Bad Statement. *SSIR.* https://ssir.org/articles/entry/great_mission_bad_statement | Final exam posted (due in 1 week)
Final Paper Due (Fri) |

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[1] See Canvas for additional readings as the term progresses.