

PSC 540 Spring 2008
Nonprofit Management and Leadership
Triad Center, Saturdays as scheduled

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Purpose:

The purposes of this course are multiple. The course is intended to provide the student with an overview of history, role, and law concerning the nonprofit sector in American society. The course will provide a high level view of the salient features of the management of a nonprofit organization. This view will consider basic management functions including human resource management, budgeting, planning, and advocacy. Special attention will be given to two management issues (1) the process of strategic management, and (2) the role of the governing board. Throughout the class an emphasis will be placed on the salience of the organization mission as a focusing device. All of the activities of a nonprofit organization are intended to support that organization's quest to achieve its mission.

Class Format:

The class will meet on scheduled Saturdays. Normally the class will meet from 9 to 4. The dates of class meeting are specified in elsewhere in this syllabus. Six sessions are scheduled. These include an introductory 3 hour session and five classes that will each contain two three hour sessions.

Each class will be composed of a combination of instructor lectures, case study assignments, in class projects, student presentations and presentations by guest speakers. The class is taught in seminar format. This is your class. The instructor is merely the navigator. Through your participation the knowledge and vista of other participants (students and faculty alike) will be broadened.

Students need to note that there are external, field based, assignments that must be completed as a part of this course. These assignments involve working with existing nonprofit organizations and their staff. *If you currently work for a nonprofit organization, please focus your work for this class on another organization.* The purpose of the class is to broaden your knowledge. Learning about other organizations will facilitate that process. Also note that there are requirements for student presentations related to the field based assignments.

As you know, this is a graduate level course. The level of difficulty of the course is commensurate. The mastery of a variety of academic and applied readings is expected. In your written assignments you are expected to present evidence, through citation and application, of the substance of the information covered in the course. Grading of individual assignments will be predicated upon a demonstration of your knowledge and use of the material covered in the class.

Readings:

Three texts are required in this course. These volumes are listed below.

Carver, John. Boards That Make a Difference. Jossey-Bass. 2006

Kearns, Kevin P. Private Sector Strategies for Social Sector Success. Jossey-Bass. 2000

Wolfe, Thomas. Managing a Nonprofit Organization in the Twenty-First Century. Free Press. 1999.

In addition to these texts, supplemental readings are also assigned. In addition to the readings, the course will utilize case studies to facilitate learning and discussion. Supplemental reading material and case studies will be provided to you on a CD at the beginning of the class.

Course Requirements:

Graduate Credit

Graded course assignments

Participation in class and attendance (20%): This course is taught as a seminar. Students are expected to have mastered the reading assignments and are to come to class prepared to discuss them. Active participation as well as attendance is required. Assignments related to case study reviews will also be required.

Article Review (10%): Students are required to review two scholarly articles that focus on research in the nonprofit sector. A written review and a brief presentation to the class are required. A separate handout will be provided that specifies the format. A list of professional journals will also be provided. Your articles must come from one of those journals. If you wish to draw an article from another source, please consult with me.

Group Topic Presentation (20%): Each student will work with a group to prepare a brief report on a major topic presented in this class (i.e. budgeting, human resource management, etc). The group project will extend our discussion by presenting an examination of the application of concepts that we discuss in class in an existing nonprofit organization. A class presentation and a written report are required. A separate handout will be provided that describes this assignment further.

Administrator Interview (10%): Each student is required to interview a nonprofit administrator. A written report and a class presentation are required. A separate handout provides further information regarding this assignment.

Agency Analysis (40%): In lieu of a final exam, students are expected to apply the materials covered in this class to an analysis of a nonprofit organization. The analysis will provide a thorough description of the important structures and processes of the organization and a review of the important issues that constrain and guide the operation of the agency. Each student will present their findings to the class and submit a written report. A separate handout provides further information regarding this assignment.

Undergraduate Credit

Graded course assignments (Unless noted, the explanation of each item is the same as provided above.)

Participation in class and attendance (20%)

Group Topic Presentation (20%)

Administrator Interview (10%)

Agency Analysis (30%): Undergraduate students may work with a graduate student in the completion of this assignment. Each student will submit a separate written report. A joint class presentation can be made. Each student will be graded separately.

Volunteer Service Report (20%): Students seeking undergraduate credit for this class are required to serve as a volunteer in a nonprofit organization of their choice. The experience is intended to introduce them to work in the nonprofit sector. Students will provide a minimum of 16 hours of volunteer service. Each student will present a report to the class concerning the experience. A written summary of the experience is also required (5 pages maximum). Students are expected to apply the information covered in this class in their description of the experience.

NOTE: Student assignments are due on the date specified. Late assignments are subject to a grade reduction of one grade per day. If you e-mail a late assignment (to PS201fall@aol.com) expect an e-mail confirmation within 24 hours. If you do not receive a confirmation, please check the e-mail address and resubmit. Note, I am frequently out of town on weekends.

Office Hours:

I am available following the morning session of each scheduled class (noon to 1:00). If students wish to meet with me at other times I can arrange to be on campus either before or after class as needed. Under exceptional circumstance, I can meet with you at other times as well.

The phone number provided is a home phone. If you call, and I am not there, please slowly state your name and your telephone number. I will return the call as soon as possible. The best way to reach me is via the e-mail address that is shown on this syllabus. I check that e-mail address on a regular basis. I will check my campus e-mail on an irregular basis, hence, a response may be delayed.

Class Attendance:

This class is presented in seminar format. Your presence in class is therefore expected. If an emergency arises and you must miss class please let me know. Students are responsible for all materials covered in class and all assignments due on the date of absence. There will be no exceptions to this policy.

Accommodation for Students with Disabilities:

I have the utmost respect for students with disabilities that wish to undertake the challenges of receiving a university education. Reasonable accommodations will be made for students with disabilities in accord with University policy.

Academic Integrity:

All students are expected to demonstrate impeccable academic integrity. Unless the syllabus indicates otherwise, the work that you turn in is expected to be your work. Any student found to compromise university standards for academic integrity to any degree will (1) be reported to the university, (2) not allowed to continue further participation in the class, and (3) will receive a failing grade in the class.

A Personal Note:

I serve in an adjunct faculty role with UNC-G. My primary employment is with the State of North Carolina in a Raleigh office. Due to distance I cannot easily access the campus. If an emergency arises that demands my attendance I will do my best to accommodate a special need. In the event of such a need, please provide as much notice as possible.

PSC 540 Schedule of Assignments Spring 2008

		TOPIC	READINGS	ASSIGNMENTS
Session 1	19-Jan	History/Theory/Law	Salamon - "What is the Nonprofit Sector and Why Do We Have It" "The Legal Framework of the Nonprofit Sector in the United States" Thomas Silk "The Nonprofit Sector in the 1990's" Elizabeth Boris Wolf Chapter 1	
Session 2	2-Feb	Human Resources Marketing Budget	"Designing and Managing Volunteer Programs" Jeffrey L. Brudney Wolf Chapt 3,4,5,6,&7 "Dealing With The Press" Richard Beamish	Journal Article 1 Due
Session 3	16-Feb	Planning and Fund Raising Accountability and Evaluation	Wolf Chapt 8 & 9 "Building Nonprofit Capacity: A Framework to Addressing the Problem" Carol DeVita p. 5-32 Kearns - ""The Strategic Management of Accountability in Nonprofit Organizations" "Evaluation Theory and Practice: A report from the field." Carmen and Millesen	Nonprofit Topic Reports Due
Session	1-Mar	Boards	Wolf Chapt. 2	Journal Article 2 Due

			<u>Boards that Make a Difference.</u> John Carver. Chpts 1-8, 11	Undergraduate Volunteer Service Projects Due
Session 5	29-Mar	Strategic Management	<u>Private Sector Strategies for Social Sector Success.</u> Kevin Kearns. Wolf Chapt 10 & 11	Leadership Interview Reports Due
Session 6	26-Apr	The Foundation Sector Advocacy/Policy	"Models of Politics" "Nonprofit Advocacy and Political Participation" Elizabeth Reid "Effective Advocacy for Nonprofits" Jeffrey M. Berry p. 1-9 "Being a Player" Gail M. Harmon et al.	Agency Analysis Reports Due