

PA 323 – Foundations of Nonprofit Administration
Spring 2009
Course Outline

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This class is a broad overview of the nonprofit sector in the United States. We will focus on particular aspects of the nonprofit sector each week, including an exploration of public policy, the history of the nonprofit workforce, and philanthropy as well as the basics of nonprofit management – strategic planning, fund raising, board development, and strategies for sustainability.

I expect you to arrive each week having read the assigned material and prepared to participate actively in the class discussions. The class format will be a mix of lecture, discussion and presentations by you. These are exciting times for the nonprofit sector and there is no lack of contemporary literature, media reports, academic and practitioner analysis and congressional reports for you to investigate in addition to the assigned readings.

Course Requirements:

There are two presentations required.

1. The class will breakup into teams of two or three. Each team will be assigned a local nonprofit organization to analysis vis-à-vis Crutchfield and Grant's six high-impact practices. I will create the teams and assign the nonprofit. Using the questions in Appendix C to help you frame the presentation you and your team will need to interview either in person (best) or by e-mail the Executive Director, conduct fairly in-depth research on different aspects of the organization and then make a determination about its effectiveness or success. Would Crutchfeild and Grant consider your nonprofit a high-impact organization? Why? Why not? Be specific in your reasoning. What recommendations do you have that would help the organization increase its impact and become a great organization?

The team will make a presentation to the class about the nonprofit they have analyzed, including photos and slides if that will help tell your story. The presentation, including power point slides and speaking notes, must be printed and handed in on the day of your presentation.

2. Finally, each student is responsible for a short final paper and approximately 15 minute presentation on a topic that most interests you about the administration, history, and/or composition of nonprofit organizations, or the sector as a whole. The goal is to allow you to reflect on and integrate class material and the in-depth analysis of the nonprofit your

team reviewed, while recognizing the individuality of your topic and allowing you to follow up on theories or ideas that are unique to your perspective. Start with a compelling question about some aspect of the sector and go from there. The paper should be no more than 10 pages, double spaced and should include references.

Texts:

Wolf, Thomas (1999) *Managing a Nonprofit Organization in the Twenty-First Century*. Simon & Schuster, New York

Crutchfield, L. & McLeod Grant, H (2008) *Forces for Good, The Six Practices of High-Impact Nonprofits*. Jossey-Bass, San Francisco

Other articles as assigned

Grading:

Class Participation 35%

Team Presentation 30%

Final Presentation 35%

Format and Weekly Assignments

Week One 1/15: Introductions, course expectations, and discussion of assignments.

History of the nonprofit sector. Overview and discussion of current environment in US and of the differences between government, for-profit and nonprofit sectors.

Week Two 1/22: Nonprofit Basics & Historical Context

Readings due this week:

- **Wolf**, Chapter One
- **Lester Salamon**, *The Resilient Sector: The State of Nonprofit America*, Part 1 pages 3-61 – available on line reserve at Bailey Howe
- **Crutchfield** – Introduction and Chapter 1.

Teams and nonprofits assigned

Week Three: 1/29 - Development of the Nonprofit Workforce

Readings due this week:

- **Bell et.al.**, “Daring to Lead 2006” Compasspoint Nonprofit Services, San Francisco
<http://www.compasspoint.org/content/index.php?pid=19>
- **Wolf**, Chapters 3 & 4

- Crutchfield, Chapters 2 & 3

Week Four: 2/5 - Gender & Race and the Nonprofit Sector

Readings due this week:

- **Joslyn, H**, “Charity's Glass Ceiling” *The Chronicle of Philanthropy*, (2003) , and Board members Play Critical Role in Closing the Gender Gap in Pay” Both attached.
- **Odendahl, T. & O’Neill, M.**, Eds. *Women & Power in the Nonprofit Sector* Introduction - available on-line at Bailey Howe
- **On The Rise: A Profile of Women of Color in Leadership**
<http://www.compasspoint.com/content/index.php?pid=19>
Download the PDF: on_the_rise_final.pdf
- **Crutchfield** Chapters 4 & 5

DUE 2/12: brief outline of your proposed topic. This must be approved before you draft the final paper and presentation.

Week Five: 2/12 - Nonprofit Governance and Accountability

Readings due this week:

- **Cohen, Rick.**, (2005) “Opportunities Lost: Missing the Point in the Nonprofit Accountability Conversation” *The Nonprofit Quarterly*
- **Wolf**, Chapter 2
- **Crutchfield** Chapters 6 & 7

Week Six: 2/19: Money – Financial Management & Fund Raising

Readings due this week:

- **Wolf**, Chapter 6 (skim)
- Financial Fact Sheet – attached.
- **Crutchfield** 8 & 9

Week Seven: 2/26 – Grant Writing

Readings due this week:

- **Wolf**, Chapter 8
- Guest speaker* – Diane Meyerhoff, professional grant writer

Week Eight: 3/5 – Planning – strategic, action, succession

Readings due this week:

- **Wolf**, Chapter 9
- **Compasspoint Research** -
<http://www.compasspoint.org/content/index.php?pid=19>
Download the PDF: Building Leaderful Organizations

Week Nine: 3/ 12 – break

Week Ten: 3/19 – Team Presentations

Week Twelve 3/26– Marketing, Branding & Creating Effective organizations

Readings due this week:

- **Wolf** Chapter 5
- **Masaoka, J. & Peters, J.**, “What We Really Need: Eight reforms to make nonprofits more accountable and effective” Compasspoint Nonprofit Services - handed out in class 3/19.

Week Eleven: 4/2 Nonprofits and Public Policy and Government

Guest Speaker – nonprofits and setting public policy Guest Speaker : Katherine Long – Senator Leahy’s office

- Getting Started at the State House:
<http://www.snellingcenter.org/article/view/13340/1/2016/>

Week Thirteen 4/9 – What’s ahead?

- **Eisenberg, P.**, Looking Ahead: What Is the Future for the Nonprofit World? *The International Journal of Not-for-Profit Law* Volume 8, Issue 1, November 2005
- **Wolf**, Chapter 10

Week Fourteen and Fifteen: 4/16 and 4/23– class presentations