

San José State University
Public Administration
PADM 220: Non-Profit Management
Class number: 24232
Section: 1
Spring 2020

Instructor: Robert Ovetz, Ph.D.

Office location: Clark 406J

Phone: 415 602 1585 (please use in case of emergency)

Email: robert.ovetz@sjsu.edu

Office hours: Tuesdays & Thursdays, 12 noon to 1 pm and Wednesdays 4:00-5:00 pm and other times by prior appointment

Class days and time: Wednesdays, 6-8:45 pm

Classroom: Clark Hall 306

Prerequisites

PADM 210 and PADM 218.

Course Description

Nonprofit management studies and practices are constantly evolving, with scholars and practitioners learning together and from one another. Effective nonprofit managers must be able to sort through a variety of perspectives – not only those of practitioners and scholars, but also those focused on specific subsectors, organizational models, or different areas of the world. In addition, nonprofit managers must be able to identify key elements of several cross-cutting issues – most notably ethics, diversity, and technology – that can complicate or help address management challenges. Having an understanding of various and oftentimes competing perspectives on nonprofit management can help nonprofit professionals navigate ambiguity and manage change, and at the same time address the concerns of various stakeholders, both internal and external. Focusing primarily on internal nonprofit management issues in the U.S. context, this course exposes students to a set of core and emerging theories for a range of topics related to nonprofit management, including: leadership and governance; accountability and performance management; and resource development and financial management. Relevant theories are presented alongside examples of various organizational models and management functions, and in light of current practitioner best practices, common pitfalls, and emerging trends in the sector.

Learning Outcomes and Course Objectives

Course Objectives

1. Introduce core and emerging theories and concepts as they relate to nonprofit management.
2. Expose students to best practices, common pitfalls, and emerging trends in nonprofit management.
3. Provide a foundation for understanding persistent and emerging issues in nonprofit management, from both scholarly and practitioner perspectives.
4. Provide a framework students can use to apply nonprofit management concepts and theories to case studies and real-life scenarios.

5. Provide students with a set of skills that enables them to assess the relative merits and applicability of various perspectives on nonprofit management.

Student Learning Outcomes

Upon successful completion of this course, students will be able to:

1. SLO 1. Demonstrate an understanding of a range of nonprofit management concepts and theories and their application
2. SLO 2. Analyze, synthesize, think critically, solve problems and make decisions by analyzing case analyses projects.
3. SLO 3. Demonstrate capacity to lead and manage in public governance by understanding nonprofit management challenges and best practices, including strategies for mitigating the impacts of challenges and implementing best practices.
4. SLO 4. Communicate and interact with a diverse and changing workforce and citizenry through a series of homework assignments requiring responses to scholarly articles in the discipline, classroom participation, and the final paper that includes a more in-depth literature review and a short oral presentation.

Required Readings

Note: Bring both books to class every week.

Worth (2017). *Nonprofit Management: Principles and Practice*. Fourth Edition. Thousand Oaks, CA: Sage Publications. ISBN: 978-1483375991

Libby and Dietrick (2017). *Cases in Nonprofit Management: A Hands-On Approach to Problem Solving*. Thousand Oaks, CA: Sage Publications. ISBN: 978-1483383484

Important Dates

1/29—First week of class

2/26— **Strategic Plan Project, Pt. 1** due

3/25— **Strategic Plan Project, Pt. 2** due

4/1—Spring Break, no class

4/15—**Strategic Plan Project, Pt. 3** due

4/22—**Strategic Plan Presentations** begin

5/6—Last week of class

5/13—Final exam meeting, 5:15-7:30, meeting TBD. **Strategic Plan Project, Pt. 4** due, send through Canvas as an attached .pages or .docx file only

Grading

See the separate document “Grading Criteria” for the grading criteria for each assignment. Grades will be posted on Canvas.

Grading Scale

A plus	96-100
A	93-95
A-	90-92

B plus	86-89
B	83-85
B minus	80-82
C plus	76-79
C	73-75
C minus	70-72
D	60-69
F	0-59

<u>Assignment</u>	<u>Percentage of Final Grade</u>
Class Learning	10
Weekly Reflections	20
Case Study Report	10
Case Study Presentation/Discussion	10
Strategic Plan Project Part 1	10
Strategic Plan Project Part 2	10
Strategic Plan Project Part 3	10
<u>Strategic Plan Project Part 4</u>	<u>20</u>
Total	100

Exams

There are no exams in this class.

Classroom Policies

- Please do not make any electronic recordings or photographs except with an accommodation with campus documentation. University Policy S12-7, <http://www.sjsu.edu/senate/docs/S12-7.pdf>, requires students to obtain instructor's permission to record the course.
- The posting of any electronic recordings, tapings or any other type of documentation of any aspect of this course on the internet is not allowed.

University Policies

Per University Policy s16-9, university-wide policy information relevant to all courses, such as academic integrity, etc. will be available on Office of Graduate and Undergraduate Programs' Syllabus Information Page at <http://www.sjsu.edu/gup/syllabusinfo/>

Writing Support

The university offers writing support for graduate students through the Special Programs: <http://www.sjsu.edu/writingcenter/specialprograms/>

Weekly Readings Reflections

Weekly Readings Reflections will test for SLOs 1 - 4.

During the semester each student will complete short (250 words or less) Weekly Readings Reflections on short articles given out the prior week except for weeks when guest speakers are scheduled. Students

will be expected to briefly **explain** and **apply** a concept from the Worth readings for that week to the issue covered in the article.

Case Study Report and Presentation/Discussion

Case Study Report will test for SLOs 1 - 4.

Students will sign up on the “Case Study Sign Up” sheet to write and present one weekly analysis of an assigned case study in the Libby and Dietrick book.

Directions:

- The verbal report should be under 10 minutes long followed by about 20 minutes of discussion.
- The written analysis should be 1,200 words or less.
- The object of the analysis is to connect the case study to at least **2 key concepts** in the assigned readings from the Worth book for that week.
- Apply the concepts to at least two outside sources and include full APA citations following the Lunsford guide on Canvas.
- Students should use the two discussion questions following each case study to guide their report.
- Each student should answer both discussion questions in their written report
- Students may share answering both questions during the verbal report in any manner they choose
- Each student should pick one of the remaining questions to guide a class discussion

Strategic Plan Project

The Strategic Plan Project will test for SLOs 1 - 4.

During the semester students will write a strategic plan for an NPO/NGO of their choice. The case study will be written in four parts.

Students may write their strategy plan for an NPO/NGO for whom they work, volunteer for, or are involved as these will provide the most access to the organization. Students who plan to conduct their case study on an NPO/NGO with whom they currently have no relationship should first contact the organization to ask them for their cooperation in their project and obtain their commitment to providing you access, documents, etc. during the course of the semester. It would be best to establish an upper limit of the amount of their time commitment and their willingness to do so in exchange for confidentiality of the information and a copy of your strategic plan. Organizations that are unwilling to make such a commitment will not be good cases for study as you will need access to complete the project. In that case, you will need to find a backup NPO/NGO to focus on.

Regular Project Management updates on the Strategic Plan will be given. Students will give a brief update on their semester project. During this time students may describe their progress, ask questions about the project, request help, and ask for feedback from the class.

Parts 1 and 2 should be written with a clear introductory paragraph, thesis statement, well organized body paragraphs, subsections, subtitles, include in text citations (textbook author’s last name, page number), have full APA citations, and be maximum 1,000 words. Include tables or charts if appropriate.

Part 1. Identify the NPO/NGO, and briefly summarize its:

- approximate geographical area of operation
- exact mission statement
- board members (with very brief biographies)
- management staff
- overview of trends and issues of interest, praise and concern observed in the last three IRS 990's

Part 2. Briefly summarize the following details about the NPO/NGO:

- current membership represented or clients served
- organizational successes, achievements & competencies (reported in the media or annual reports and newsletters)
- ongoing campaigns, programs or projects
- recent output and outcomes
- current strategy

Part 3. SWOT Analysis

Conduct a SWOT analysis of the NPO/NGO in its current field of operations. You may either do it graphically using the sample 4 quadrant format or as a short narrative outline. If you portray it graphically please provide 1-2 sentences explaining each bullet point as it relates to your NPO. Include in text citations and a bibliography if necessary. Maximum 750 words. Proofread for correct grammatical syntax. Please follow the formatting directions for all the other written assignments.

Part 4. Written Strategic Plan & Presentation

Written Strategic Plan

Write a strategic plan for the NPO/NGO to address the findings from the SWOT analysis (max 1,500 words). While you should use the SWO analysis to inform the plan is not necessary to repeat the SWOT in the strategic plan. This should be clearly written using any standard format for strategic plans and include subsections, subtitles, and page numbers. You may provide an optional elaboration explaining any key elements on additional pages. If elaborations are included, use in text citations and full APA citations for any references used.

Strategic Plan Presentation

Students will present a brief summary of their strategic plan to the class at the end of the semester. Please keep the presentation to 8 minutes or less. About 10 minutes of discussion will follow. Visuals such as paper handouts (bring enough copies for the class) or a powerpoint are preferred but not required. Students may revise their Strategic Plan after their presentation and submit it either on paper by the last class meeting or as a .pages or .docx file sent through Canvas by the due date.

PADM 220 Course Outline for Spring 2020

Week	Date	Topic	Worth Readings	Libby & Dietrick Readings	Case Discussion Questions (in Libby & Dietrick unless specified as Worth)
1	1/29	Introduction to NPOs	ch. 1 & 3	ch. 1	Case 1.1 Case 1.2 Case 1.3 Case 1.4
2	2/5	NPOs & NGOs	ch. 2 & 17	ch. 14	Case 14.1 Case 14.2 Case 14.3 Case 14.4
3	2/12	Board of Directors	ch. 4	ch. 2 & 3	Case 2.1 Case 2.2 Case 2.3 Case 2.4 Case 3.1 Case 3.2 Case 3.3 Case 3.4
4	2/19	Staff and Volunteer Management Guest Speaker: Divya Sundar, Lead Strategic Researcher, East Bay Alliance for a Sustainable Economy	ch. 5 & 9	ch. 6 & 7	Case 6.1 Case 6.2 Case 6.3 Case 6.4 Case 7.1 Case 7.2 Case 7.3 Case 7.4
5	2/26	Collaborations & Strategy	ch. 7 & 8	ch. 5	Case 5.1 Case 5.2 Case 5.3 Case 8.1 (Worth, pp. 220-224)
6	3/4	Communications	ch. 10	ch. 8	Case 8.1 Case 8.2 Case 8.3 Case 8.4

7	3/11	Advocacy & Lobbying Guest speaker: Emma Shlaes Director of Policy and Advocacy, Silicon Valley Bicycle Coalition (TBC)	ch. 11	ch. 11	Case 11.1 Case 11.2 Case 11.3
8	3/18	Accountability & Performance	ch. 6	ch. 4	Case 4.1 Case 4.2 Case 4.3
9	3/25	Financial Management	ch. 12	ch. 10	Case 10.1 Case 10.2 Case 10.3
Spring Break	4/1	No class			
10	4/8	Fundraising, Contracts & Grants Guest speaker: Bernadette White, Corporate Philanthropy Officer, Second Harvest Food Bank & Pilar Purlong, Bill Wilson Center	ch. 13 & 15	ch. 13	Case 13.1 Case 13.2 Case 13.3 Case 13.4
11	4/15	Earned Income & Entrepreneurship	ch. 14 & 16	ch. 9	Case 9.1 Case 9.2 Case 9.3
12	4/22	Project Presentations			
13	4/29	Project Presentations			
14	5/6	Project Presentations			
Final Exam Week	5/13	5:15-7:30 pm, Meeting TBD			