

Department of Urban and Regional Planning
University at Buffalo
END 441 / URP 541: Nonprofit Management
Fall 2017

Lecture: Monday 12:00pm-2:40pm, Hayes 402
Instructor: Rob Silverman
Office: Hayes 329
Office Hours: Thursday 2:00pm-3:00pm (and by appointment)
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The Course:

This course introduces students to management issues in the nonprofit sector. Topics will include nonprofit: governance, board structure, planning, financial management, fundraising, grant writing, leadership, personnel management, and ethics. The course will examine major nonprofit sub-sectors that relate to urban planning such as: community-based organizations, nonprofit healthcare providers, educational institutions, cultural institutions, faith-based organizations, and funding intermediaries.

We will meet for the next fifteen weeks. During each class session we will discuss the required readings and their relevance to assignments you will be working on during the semester. Everyone should be prepared to discuss the readings on a weekly basis. Regular and punctual attendance is required for full credit.

If you have any questions during the semester, please bring them to my attention. I will be available during my office hours and by appointment. Also, you may contact me by phone or e-mail. The syllabus for this class is subject to change during the semester.

Course Objectives:

The course objectives for END441 / URP541 are listed below. The course assignments will be used to assess student learning of the course objectives. Course assignments that assess specific course objectives are identified in the course requirements section of this syllabus.

Course Objective 1: Become familiar with core concepts related to the structure, governance, strategic planning and management of nonprofit organizations.

Course Objective 2: Become familiar with sources of financial support and financial management tools in the nonprofit sector.

Course Objective 3: Apply knowledge of the nonprofit sector to the collection of data and analysis of the structure, organization and sustainability of nonprofit organizations.

Required Text and Required Reserve Readings: *The required text is available at the UB Medical Bookstore (South Campus).*

- 1) Worth, Michael J. (2017). *Nonprofit Management: Principles and Practice, 4th Edition*. Thousand Oaks, CA: Sage Publications.
- 2) Required Reserve Readings are available on UBLearn

Note: In addition to the required readings it is suggested that students use the current APA style manual as a reference when writing papers and other assignments during the semester.

Course Requirements:

Roundtable: During class on **September 11** you will be divided into groups of 3-4 students and given a handout describing the roundtable in more detail. Each group will be assigned material to read and discuss during the roundtable on **October 2**. The material will be in the roundtable assignment folder on UBLearn. Each group should prepare a PowerPoint presentation for the class highlighting the main lessons related to nonprofit management from the material. Following the roundtable discussions each student will write a roundtable essay discussing the significance of one of the roundtable topics to the nonprofit sector. The roundtable essay is due before the beginning of class on **October 9**. [course objective 1]

Exam: An online exam is due on **October 23**. The exam will test your knowledge of course materials covered between August 28 and October 16. A link to the exam will be available on **October 16**. [course objective 1]

Nonprofit Organization Synopsis: Each student will develop a synopsis (12-15 pages in length) for a nonprofit organization. The synopsis should draw from sources such as: annual reports, 990 forms, strategic plans, and other organizational documents. The synopsis should identify the nonprofit's: mission, organizational structure, projects and programs, and financial structure. The synopsis should include a set of recommendations for the development of a fund raising and grant writing strategy for the nonprofit. The recommendations must be based on a critical analysis of the organization and identify specific funding sources to target. Each student should select a nonprofit to examine and have the organization approved by the professor before the beginning of class on **September 25**. The nonprofit organization synopsis is due before the beginning of class on **December 4**. During class on **December 4** there will be a synopsis synthesis discussion where themes that cut across the individual papers are identified and linked back to the course. The nonprofit organization synopsis will be discussed in greater detail on **September 11**. [course objectives 2 and 3]

Discussion Boards: During the semester students will be asked to contribute to discussion boards on UBLearn. Discussion boards will become active approximately a week before responses are to be posted. Discussion boards responses should be posted by 11:59pm on: **September 8, October 27, November 3, November 10, and December 1**. [course objectives 1, 2, & 3]

Grading Policy:

There are 100 points possible during the semester. With the exception of extreme emergencies, the grade of "I" will not be given at the end of the semester. Extra credit will not be offered in this course. Your grade will be based on the following assignments and activities:

ROUNDTABLE DISCUSSION & POWERPOINT	5 points
ROUNDTABLE ESSAY	10 points
EXAM	35 points
NONPROFIT ORG. SYNOPSIS	35 points
SYNOPSIS SYNTHESIS DISCUSSION	5 points
NONPROFIT ORG. DISCUSSION BOARDS	10 points

Grading Scales:

Undergraduate Grading Scale (END441)

GRADE	A	A-	B+	B	B-	C+	C	C-	D+	D	F
POINTS	96-100	90-95.99	87-89.99	84-86.99	80-83.99	77-79.99	74-76.99	70- 73.99	67- 69.99	66-60.99	0-59.99

Graduate Grading Scale (URP541)

GRADE	A	A-	B+	B	B-	C+	C	D	F
POINTS	96-100	90-95.99	87-89.99	84-86.99	80-83.99	77-79.99	70-76.99	60-69.99	0-59.99

Academic Integrity:

Students are expected to approach the course with seriousness and integrity. It is important to complete assignments on time, attend class regularly, and foster a collegial learning environment. Plagiarism and other instances of academic misconduct will result in a failing grade on a respective assignment, exam, or paper. Students should refer to the *University at Buffalo Undergraduate Catalog* and/or the *University at Buffalo Graduate Catalog* for clarification on the University's policies and procedures.

Accommodations for Disabilities:

If you have a disability (physical, learning, or psychological) that impacts your course work please contact the Office of Accessibility Resources (AR), 60 Capen Hall, (716) 645-2608, <http://www.buffalo.edu/studentlife/who-we-are/departments/accessibility.html> . AR will provide you with information and review appropriate arrangements for reasonable accommodation (such as recruiting note-takers, readers, or extended time on assignments). You must bring requests for accommodations for a disability to the professor's attention within the first two weeks of class.

Writing Centers:

The University at Buffalo has a number of writing center where students can get assistance with essays, term papers, and thesis projects. Students should contact one of the following if they would like to access these campus resources:

- Undergraduate students can go to the Center for Excellence in Writing for assistance. It is located at 209 Baldy Hall, Email: writing@buffalo.edu; <http://writing.buffalo.edu/> ,
- Graduate students can contact the Graduate Student Association (GSA) about their Editorial Assistance Program. For information about this program contact the GSA at (716) 645-2960 or visit the following link: <http://gsaedit.wix.com/gpa-editorial> .
- International students can contact the English Language Institute. The English Language Institute is located at 320 Baldy Hall; (716) 645-2077; elibuffalo@buffalo.edu; <http://wings.buffalo.edu/gse/eli> .

SYLLABUS¹**August 28: - Introduction**

Other Activities:

DB#1 Opens

September 4: - HOLIDAY - NO CLASS**September 11: The Foundations of the Nonprofit Sector**

Required Readings:

Worth: Ch 1, 2, and 3

Roelofs, J. (2015). How foundations exercise power. *American Journal of Economics and Sociology*, 74(4): 654-675. **(RESERVE)**

Samini, J.C. (2010). Funding America's nonprofits: The nonprofit industrial complex's hold on social justice. *Columbia Social Work Review*, 1: 7-25. **(RESERVE)**

Other Activities:

Roundtable Discussed
 Nonprofit Organization Synopsis Discussed
 Reply to DB#1 by 11:59pm on September 8

September 18: Nonprofit Governance and Board Structure*Required Readings:*

Worth: Ch 4 and 17

September 25: Leadership and Personnel Management*Required Readings:*

Worth: Ch 5, 6, 9, and 16

Boje, D.M. and Rhodes, C. (2006). The leadership of Ronald McDonald: Double narration and stylistic lines of transformation. *The Leadership Quarterly*, 17: 94-103. **(RESERVE)**

Greene, A.D. and Latting, J.K. (2004). "Whistle-blowing as a form of advocacy: Guidelines for the practitioner and organization." *Social Work*, 49(2): 219-230. **(RESERVE)**

Josephson, M. (2005). Twelve obstacles to ethical decision making: Rationalizations." *Texas Town & City*, XCII.9: 26-27 **(RESERVE)**

O'Leary, R. (2010). Guerrilla employees: Should managers nurture, tolerate, or terminate them? *Public Administration Review*, January/February: 8-24. **(RESERVE)**

Other Activities:

Nonprofit Organization Synopsis topic must be approved by September 25

October 2: Roundtable*Required Readings:*

See the *Roundtable* handout

October 9: Planning in Nonprofits*Required Readings:*

Worth: Ch 7 (pp 171-185)

Anner, J. (2014). Planning meets strategy. *Stanford Social Innovation Review*, Summer: 57-58. **(RESERVE)**

Mulhare, E.M. (1999). Mindful of the future: Strategic planning ideology and the culture of nonprofit management. *Human Organization*, 58(3): 323-330. **(RESERVE)**

Pfeffer, J. and Sutton, R.I. (2006). Evidence-based management. *Harvard Business Review*, January: 63-74. **(RESERVE)**

Reid, M.F., Brown, L., McNermey, D. and Perri, D.J. (2014). Time to raise the bar on nonprofit strategic planning and implementation. *Strategy & Leadership*, 42(3): 31-39. **(RESERVE)**

Other Activities:

Roundtable Essay Due

October 16: Capacity Building, Networks, and Advocacy*Required Readings:*

Worth: Ch 7 (pp186-194), 8 and 11

Foster, W. and Fine, G. (2007). How nonprofits get really big. *Stanford Social Innovation Review*, Spring: 46-55. **(RESERVE)**

Glickman, N.J. and Servon, L.J. (2003). By the numbers: Measuring community development corporations' capacity. *Journal of Planning Education and Research*, 22: 240-256. **(RESERVE)**

Gregory, A.G. and Howard, D. (2009). The nonprofit starvation cycle. *Stanford Social Innovation Review*, Fall: 49-53. **(RESERVE)**

Patterson, K.L. and Silverman, R.M. (2007). Building a better neighborhood housing partnership." *Housing and Society*, 34(2): 187-211. **(RESERVE)**

Pill, M.C. (2017). "Embedding in the city?: Locating civil society in the philanthropy of place. *Community Development Journal*, Online First: 1-18. **(RESERVE)**

Other Activities:

The online exam becomes available after class on October 16

October 23: Exam Due, No Class Meeting

Other Activities:

DB#2 Opens

October 30: Sources of Financial Support

Required Readings:

Worth: Ch 10 and 14

Grobjerg, K.A. (1991). How nonprofit human service organizations manage their funding sources: Key findings and policy implications. *Nonprofit Management and Leadership*, 2.2: 159-175. **(RESERVE)**

Lin, W. and Wang, Q. (2016). What helped nonprofits weather the great recession?: Evidence from human service and community improvement organizations. *Nonprofit Management and Leadership*, 26(3): 257-276. **(RESERVE)**

Lu, J. (2015). Which nonprofits get more government funding?: Nonprofits' organizational attributes and their receipts of government funding. *Nonprofit Management and Leadership*, 25(3): 297-312. **(RESERVE)**

Other Activities:

Reply to DB#2 by 11:59pm on October 27

DB#3 Opens

November 6: Grant Writing

Required Readings:

Worth: Ch 15

Browning: Ch 4, 5, 6 **(RESERVE)**

Other Activities:

Reply to DB#3 by 11:59pm on November 3

DB#4 Opens

November 13: Fund Raising*Required Readings:*

Worth: Ch 13

Browning: Ch 21 (**RESERVE**)Schiller, A. (2015). Philanthropy as political liquidation. *Society*, 52: 580-584. (**RESERVE**)*Other Activities:*

Reply to DB#4 by 11:59pm on November 10

DB#5 Opens

November 20: Thanksgiving (No Class November 20)**November 27: Financial Management and Evaluation***Required Readings:*

Worth: Ch 12

Abranson, A.J. and Salamon, L. (2016). Prospects for nonprofits and philanthropy in the Trump presidency. *Nonprofit Policy Forum*, 7(4): 565-571.Dropkin, M. and LaTouche, B. (1998). "Chapter 2, Understanding Basic Types of Nonprofit Budgets." (pp 6-9) In Murry Dropkin and Bill LaTouche. *The Budget-Building Book for Nonprofits: A Step-by-Step Guide for Managers and Boards*. San Francisco: Jossey-Bass. (**RESERVE**)Dropkin, M. and LaTouche, B. (1998). "Chapter 5, How Different Sources and Types of Income Can Affect Budgeting." (pp 17-19) In Murry Dropkin and Bill LaTouche. *The Budget-Building Book for Nonprofits: A Step-by-Step Guide for Managers and Boards*. San Francisco: Jossey-Bass. (**RESERVE**)*Other Activities:*

Reply to DB#5 by 11:59pm on December 1

December 4: Nonprofit Organization Synopsis Due and Synopsis Roundtable Discussionⁱ Guest speakers not listed in the syllabus TBA