

Department of Urban and Regional Planning
University at Buffalo
END 441 / URP 541: Nonprofit Management
Fall 2019

Lecture: Thursday 1:00pm-3:40pm, Hayes 327
Instructor: Rob Silverman
Office: Hayes 329
Office Hours: Tuesday 11:00am-12:00pm; Thursday 11:30am-12:30pm (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 highlight 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. (2019). *Nonprofit Management: Principles and Practice, 5th 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 5** you will be divided into groups 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 3**. 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 by noon on **October 10**. [course objective 1]

Exam: An online exam is due on **October 17**. The exam will test your knowledge of course materials covered between August 29 and October 10. A link to the exam will be available on **October 10**. [course objective 1]

Nonprofit Organization Synopsis: Each student will develop a synopsis (12 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 discuss the nonprofit's: history and mission, organizational structure, programmatic activities, and financial structure. The synopsis should include a discussion of challenges/opportunities the nonprofit will face in the future and strategies to respond to them. Each student should select a nonprofit to examine and have the organization approved by the professor before the beginning of class on **October 3**. The nonprofit organization synopsis is due by noon on **December 5**. During class on **December 5** 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 12**. [course objectives 2 and 3]

Discussion Board: Students will contribute to a discussion boards on UBLearn during the week of the Clarkson Chair Lecture. The discussion board will open on **November 2**. Students should go to the discussion board on that date to view the instructions. [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	10 points
ROUNDTABLE ESSAY	10 points
EXAM	35 points
NONPROFIT ORGANIZATION SYNOPSIS	35 points
SYNOPSIS SYNTHESIS DISCUSSION	5 points
DISCUSSION BOARD	5 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 Office of Academic Integrity website (<https://academicintegrity.buffalo.edu/>) for clarification.

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 the Center for Excellence in Writing for assistance if they would like to access these campus resources. It is located at 209 Baldy Hall, Email: writing@buffalo.edu; <http://writing.buffalo.edu/>.

SYLLABUSⁱ**August 29: Introduction to the Course****September 5: The Foundations of the Nonprofit Sector***Required Readings:*

Worth: Ch 1, 2, and 3

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

September 12: Nonprofit Governance and Board Structure*Required Readings:*

Worth: Ch 4

Other Activities:

Nonprofit Organization Synopsis discussed

September 19: Leadership and Personnel Management*Required Readings:*

Worth: Ch 5, 6 and 9

Feit, M.E. (2019). "Chapter 6, Addressing Racial Bias in Nonprofit Human Resources." (pp.66-78) In Angela M. Eikenberry, Roseanne M. Mirabella and Billie Sandberg. *Reframing Nonprofit Organizations: Democracy, Inclusion, and Social Change*. Irvine: Melvin & Leigh Publishing. **(RESERVE)**

September 26: Planning in Nonprofits*Required Readings:*

Worth: Ch 7 (pp 180-198)

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)**

Stout, M. (2019). "Chapter 9, Pursuing Community Change through Radically Democratic Practice." (pp.106-123) In Angela M. Eikenberry, Roseanne M. Mirabella and Billie Sandberg. *Reframing Nonprofit Organizations: Democracy, Inclusion, and Social Change*. Irvine: Melvin & Leigh Publishing. **(RESERVE)**

October 3: Roundtable*Required Readings:*

See the Roundtable handout

Other Activities:

Nonprofit Organization Synopsis topic must be approved by noon

October 10: Capacity Building, Networks, and Advocacy*Required Readings:*

Worth: Ch 7 (pp198-212), 8 and 11

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

Milbourne, L. (2019). "Chapter 10, A Pawn in their Game? A Critical Perspective on Collaboration." (pp.124-137) In Angela M. Eikenberry, Roseanne M. Mirabella and Billie Sandberg. *Reframing Nonprofit Organizations: Democracy, Inclusion, and Social Change*. Irvine: Melvin & Leigh Publishing. **(RESERVE)**

Other Activities:

Roundtable Essay due

The Online Exam becomes available after class on October 10

October 17: Online Exam Due, No Class Meeting**October 24 and 31: Sources of Financial Support***Required Readings:*

Worth: Ch 14, 15

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

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

November 7: Clarkson Chair Week – Vanessa Watson, No Class Meeting**Required Readings:**

Worth: Ch 17

Other Activities:

On November 2, go to the discussion board on UBLearns for instructions.

November 14: Fund Raising**Required Readings:**

Worth: Ch 13

Browning: Ch 21 (**RESERVE**)

Bhati, A. and Eikenberry, A.M. (2019). "Chapter 12, A Critical Fundraising Perspective: Understanding the Beneficiary Experience." (pp.154-167) In Angela M. Eikenberry, Roseanne M. Mirabella and Billie Sandberg. *Reframing Nonprofit Organizations: Democracy, Inclusion, and Social Change*. Irvine: Melvin & Leigh Publishing. (**RESERVE**)

November 21: 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**)

November 28: Thanksgiving, No Class Meeting**December 5: Nonprofit Organization Synopsis Due and Synopsis Roundtable Discussion**

ⁱ Guest speakers not listed in the syllabus TBA