

## **Nonprofit Management**

Lecture: Monday 12:00pm-2:40pm, 230 Hayes Hall  
Instructor: Rob Silverman  
Office: 201K, Hayes Hall  
Office Hours: Monday 2:40pm -3:30pm, Wednesday 11:00pm-12:00pm (and by appointment)  
Phone: 829-2133 x227  
E-Mail: rms35@buffalo.edu

### **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 once a week 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.

**Required Text and Required Reserve Readings:** The required texts are available at the UB Medical Campus Bookstore and the College Store.

- 1) Worth, Michael J. 2009. *Nonprofit Management: Principles and Practice*. Thousand Oaks, CA: Sage Publications.
- 2) Required Reserve Readings are available on the S:drive and UBLearn

**Note:** In addition to the required readings it is suggested that students purchase a copy of a style manual (i.e. *The Chicago Manual of Style*, or a similar manual) to use as a reference when writing papers and other assignments during the semester.

### **Course Requirements:**

***Exam:*** There will be a take-home exam due on **March 22**. The exam will test your knowledge of course materials covered between January 11 and March 22. Exam questions will be distributed in class on March 15.

***Roundtable:*** During class on January 25 you will be divided into groups of 2-3 students and given a handout describing the roundtable in more detail. Each group will be assigned an article to read and discuss during the roundtable on **February 15**. The articles will be in the roundtable assignment folder on

the UBLearns site and in the S:drive. Each group should prepare a one page handout for the class highlighting the main lessons related to nonprofit management from the article. Following the roundtable discussions each student will write a roundtable essay (3 pages) discussing the significance of one of the roundtable topics to the nonprofit sector. The roundtable essay is due at the beginning of class on **February 22**.

**Community-Based Organization (CBO) Synopsis:** Each student will develop a synopsis (12-15 pages in length) for a CBO. The synopsis should draw from sources such as: annual reports, 990 forms, strategic plans, and other organizational documents. The synopsis should identify the CBO'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 CBO. The recommendations must be based on a critical analysis of the organization and identify specific funding sources to target. Each student should select a CBO to examine and have the organization approved by the professor before the beginning of class on **February 15**. The CBO synopsis is due at the beginning of class on **May 3**. The individual synopsis will be discussed in greater detail on February 1.

**CBO Synopsis Presentation:** On **May 3**, each student will present a summary of the findings from his/her CBO Synopsis using PowerPoint. The presentation will be discussed in detail during lecture on April 26.

### 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:

EXAM	45 points
ROUNDTABLE DISCUSSION & HANDOUT	2 points
ROUNDTABLE ESSAY	5 points
CBO SYNOPSIS	45 points
CBO SYNOPSIS PRESENTATION	3 points

### Grading Scale:

<u>Grade</u>	<u>Total Points</u>
A	96-100
A-	90-95.99
B+	87-89.99
B	84-86.99
B-	80-83.99
C+	77-79.99
C	70-76.99
D	60-69.99
F	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 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 Disability Services (ODS), 25 Capen Hall, (716) 645-2608. ODS 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:

- Graduate students can contact the Graduate Student Association (GSA) about their Editorial Assistance Program. For information about this program go to the GSA office in 310 Student Union, (716) 645-2960; <http://wings.buffalo.edu/gsa/services.html> ,
- International students can contact the English Language Institute. The English Language Institute is located at 320 Baldy Hall; (716) 645-2077; [elibuffalo@buffalo.edu](mailto:elibuffalo@buffalo.edu); <http://wings.buffalo.edu/gse/eli> .

**SYLLABUS****January 11: Introduction to the Course****January 18: MLK Holiday****January 25: The Foundations of the Nonprofit Sector**

*Required Readings:*

Worth: Ch 1, 2, and 15

Gilmore, Ruth Wilson. 2007. "In the Shadow of the Shadow State." (pp 41-52) In INCITE! Women of Color Against Violence. *The Revolution Will Not Be Funded: Beyond the Nonprofit Industrial Complex*. Cambridge, MA: South End Press. **(RESERVE)**

*Other Activities:*

Roundtable Discussed

**February 1: Nonprofit Governance and Board Structure**

*Required Readings:*

Worth: Ch 3

*Other Activities:*

CBO Synopsis Discussed

**February 8: Leadership and Personnel Management***Required Readings:*

Worth: Ch 4, 5, and 8

Greene, Annette D. and Jean Kantambu Latting. 2004. "Whistle-Blowing as a Form of Advocacy: Guidelines for the Practitioner and Organization." *Social Work*, 49.2: 219-230. **(RESERVE)**

Josephson, Michael. 2005. "Twelve Obstacles to Ethical Decision Making: Rationalizations." *Texas Town & City*, XCII.9: 26-27 **(RESERVE)**

**February 15: Roundtable***Required Readings:*

See the *Roundtable* handout

*Other Activities:*

CBO Synopsis topic must be approved by the beginning of class

**February 22: Planning in Nonprofits***Required Readings:*

Worth: Ch 7

Mulhare, Eileen M. 1999. "Mindful of the Future: Strategic Planning Ideology and the Culture of Nonprofit Management." *Human Organization*, 58.3: 323-330. **(RESERVE)**

Pfeffer, Jeffrey and Robert I. Sutton. 2006. "Evidence-Based Management." *Harvard Business Review*, January: 63-74. **(RESERVE)**

*Other Activities:*

Roundtable Essay Due

**March 1: Capacity Building***Required Readings:*

Worth: Ch 6 and 13

Basinger, Nancy Winemiller and Jessica Romine Peterson. 2008. "Where You Stand Depends on Where You Sit: Participation and Reactions to Change." *Nonprofit Management & Leadership*, 19.2: 243-257. **(RESERVE)**

Glickman, Norman J. and Lisa J. Servon. 2003. "By the Numbers: Measuring Community Development Corporations' Capacity." *Journal of Planning Education and Research*, 22: 240-256. **(RESERVE)**

Patterson, Kelly L. and Robert Mark Silverman 2007. "Building a Better Neighborhood Housing Partnership." *Housing and Society*, 34.2: 187-211. **(RESERVE)**

**March 8: Spring Break**

**March 15: Politics, Networks, and Nonprofits***Required Readings:*

Worth: Ch 14

Liu, Y. Thomas and Robert C. Stroh. 1998. "Community Development Intermediary Systems in the United States: Origins, Evolution, and Functions." *Housing Policy Debates*, 9.3:575-594. **(RESERVE)**

Marwell, Nicole P. 2004. "Privatizing the Welfare State: Nonprofit Community-Based Organizations as Political Actors," *American Sociological Review*, 69.2: 265-291. **(RESERVE)**

Salamon, Lester M. and Stephanie Lessans Geller. 2008. *Nonprofit America: A Force for Democracy*. Baltimore, MD: Johns Hopkins University, Center for Civil Society Studies, Institute for Policy Studies. **(RESERVE)**

*Other Activities:*

Exam questions distributed at the end of class

**March 22: Exam Due****March 29: Sources of Financial Support***Required Readings:*

Worth: Ch 9 and 11

Young: Ch 7 **(RESERVE)**

Ahn, Christine E. 2007. "Democratizing American Philanthropy." (pp 63-76) In INCITE! Women of Color Against Violence. *The Revolution Will Not Be Funded: Beyond the Nonprofit Industrial Complex*. Cambridge, MA: South End Press. **(RESERVE)**

Dolan, Drew A. and Jim Landers. 2006. "Gambling as an Alternative Source of Revenue: The Impact of Riverboat Gambling on the Charitable Gambling Component of Nonprofit Finance." *Nonprofit Management and Leadership*, 17.1: 5-24. **(RESERVE)**

Grobjerg, Kristen 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)**

**April 5: Grant Writing***Required Readings:*

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

**April 12: No Class – APA Conference in New Orleans April 10-13**

**April 19: Fund Raising**

*Required Readings:*

Browning: Ch 21 (**RESERVE**)

Worth: Ch 10

Guilloud, Stephanie and William Cordery. 2007. “Fundraising is Not a Dirty Word: Community-Based Economic Strategies for the Long Hall.” (pp 107-111) In INCITE! Women of Color Against Violence. *The Revolution Will Not Be Funded: Beyond the Nonprofit Industrial Complex*. Cambridge, MA: South End Press. (**RESERVE**)

Waters, Richard D. 2007. “Nonprofit Organizations’ Use of the Internet: A Content Analysis of Communication Trends on the Internet Sites of the Philanthropy 400.” *Nonprofit Management and Leadership*, 18.1: 59-76. (**RESERVE**)

**April 26: Financial Management and Evaluation**

*Required Readings:*

Worth: Ch 12

Dropkin, Murry and Bill LaTouche. 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, Murry and Bill LaTouche. 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:*

CBO Synopsis Presentation Discussed

**May 3: CBO Synopsis Due and CBO Synopsis Presentations (108B Hayes Hall – 11:45 - 2:45pm)**

\*Guest Speakers TBA