CLEVELAND STATE UNIVERSITY
MAXINE GOODMAN LEVIN COLLEGE OF URBAN AFFAIRS

Fundamentals of Nonprofit Administration and Leadership
UST 550
Fall 2015
Mondays, 6:00 - 9:50 pm
UR 108
4 credits

Professor Joseph Mead
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Office: Urban Building Room (UR) 317
Office Hours: Mondays & Thursdays, 5-6 pm or by appointment

COURSE DESCRIPTION
The nonprofit organization represents one of the most powerful vehicles for making the world a
better place, variously serving as an instrument for philanthropy, advocacy, and community. The
sector continues to grow in size and complexity, creating a need for managers with specialized
knowledge about the sector’s peculiarities.

From CSU’s Course Catalog, this class “[e]xamines the role of nonprofits as community
institutions that fulfill both a political and economic role. Course content covers the nature of
leadership and management in the nonprofit sector, including history of the field, introduction to
fundraising, financial management, governance, and the respective roles of board, staff and
volunteers, the political, economic and inter-organizational environment of stakeholders,
community relations and advocacy. Class design focused on elucidation of concepts through case
studies, discussion and problem solving.”

COURSE COMPONENTS
This course will be taught as a graduate-level seminar, and will mix extensive, sometimes
difficult readings, discussions, group activities, and written assignments.

You will be evaluated on the basis of your participation in classroom discussion and in-class
work, and the level of knowledge and thoughtfulness you demonstrate on written projects, in the
following proportions:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Participation and in-class activities:</td>
<td>15%</td>
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<tr>
<td>Essay:</td>
<td>25%</td>
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<tr>
<td>Examination:</td>
<td>25%</td>
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<td>Final Project:</td>
<td>35%</td>
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Reading Assignments:
Much of the time that you spend on this course will be outside of the classroom, digesting the
readings and preparing written work. Before each class, you must have read and understood the
assigned readings for the week. The readings are all available electronically without charge to
CSU students. Many of them can be obtained directly through a link on the syllabus and/or Blackboard. Some of readings may require use of CSU library’s electronic resources to access. There may be up to 100 pages of difficult readings per week. Plan ahead, and be prepared to read a single document multiple times to understand it.

**Classroom Participation:**
Class hours will be spent on a mix of discussion, lectures, and activities. Regular classroom participation is mandatory, and is an essential aspect of the course. Everyone, including you, will learn more and enjoy the class more if you regularly participate.

**Essay:** There are two papers in this course: an essay and a final project. The essay will require you to critically analyze the topics from the first few weeks of class, drawing on the readings and the classroom discussions. The essay be between **6 and 10 double-spaced pages**, and it will be worth 25% of your final grade. It is due **October 8**.

**Paper submission:** You must submit your essay and your final project through Blackboard. I will create a “SafeAssignment,” which will allow you to go onto Blackboard and upload your document. This procedure provides the first of several steps to verify that your paper properly attributes its sources (see below).

**Examination:**
There will be an in-class exam worth 25% of your final grade on November 23. It will contain a mix of multiple-choice, short answer, and essay questions.

**Final Project:** As the final assessment in the course, you will be required to complete a report analyzing the strengths and weaknesses of a real nonprofit organization on one of the topics addressed in the second section of the class (board of directors, volunteer management, tax exemption, communications, advocacy, revenue strategies). This has three subcomponents: a major paper, an oral presentation, and a proposal where you set forth.

**Summary of Course Deadlines:**
October 8: Essay on Theory Due
October 19: Proposal on Final Project Due
November 23: In-Class Exam
November 30 & December 7: Student Presentations
December 7: Final Paper Due
URBAN COLLOQUIUM
This course is part of the Urban Colloquium, a program spanning multiple introductory graduate-level classes across the College. The Urban Colloquium will bring graduate students together with community leaders to discuss the meaning of urban governance. While students often come to the college focused on their program, and focused on their specialization, the colloquium will expose students to the breadth of intellectual activities housed in, and related to the college. The overall goal of the colloquium is to engage beginning graduate students at the intersection of our urban ideas.

On days with an Urban Colloquium, we will meet in the Dively Room from 6-6:50 pm, and then return to our usual classroom beginning at 7 pm:

- September 14: Alumni panel
- September 21: Internships and jobs
- September 28: Cross-sector collaboration and conflict
- October 5: Housing
- October 26: Environment
- November 2: Diversity
- November 9: Preparing Cleveland for the RNC

In all other weeks, please meet at the normal classroom at 6 pm. The Urban Colloquium is an important part of this course, and attendance and participation is mandatory. Routine absences, disruptive behavior, or a lack of participation will hurt your grade.

COURSE POLICIES

Deadlines: The deadlines in this syllabus are firm. If you have difficulties meeting deadlines, you may wish to consider taking another class. Late assignments cannot receive full credit absent extraordinary circumstances. Extraordinary circumstances do not include “I forgot,” or “My computer died the day the assignment was due.” Late assignments absent extraordinary circumstances will be marked down by 20% per 24 hour period. After 5 days, no credit is possible.

Email: I will generally send updates on class to your CSU e-mail address on file. You are responsible for checking it regularly. If you send me an e-mail from another e-mail address, you agree that I may send class communications to you using that alternate e-mail address (although I am not obligated to do so).

Academic Honesty: Integrity is among the most important characteristics that a nonprofit leader must have. Academic integrity is also a key element of academic learning. I treat all instances of academic dishonesty as extremely serious matters. Although at times graded separately, the assignments in this course are interrelated. A breach of academic integrity in one assignment may infect the entire course, and be grounds for a failing grade. It also can lead to additional punishments by the university, up to and including expulsion with a permanent notation on your transcript. Ignorance of the rules is not a valid excuse for plagiarism. If you have any doubts, cite.
Unfortunately, experience has taught that this warning will not be enough for some students. Detecting plagiarism is much easier than students think. It is made even easier by software that quickly and thoroughly compares submitted text against a wide range of databases. I use this software to test submitted work as a matter of normal practice.

**Educational Access:** Educational access is the provision of classroom accommodations, auxiliary aids and services to ensure equal educational opportunities for all students regardless of their disability. Any student who feels he or she may need an accommodation based on the impact of a disability should contact the Office of Disability Services at (216)687-2015. The Office is located in MC 147. Accommodations need to be requested in advance and will not be granted retroactively.
COURSE SCHEDULE
(subject to change)

August 24: Introduction, Course Logistics, and Philanthropy

Assignments:
Complete online Cornell Plagiarism quiz as Guest:
https://plagiarism.arts.cornell.edu/tutorial/exercises.cfm

http://ac.els-cdn.com/S0167487003000758/1-s2.0-S0167487003000758-main.pdf?_tid=bad5a766-23c6-11e4-9b6c-00000aab0f6c&acdnat=1408029897_b998285cb19b43e6f4bf7bd0612b317f

August 31: What are Nonprofits? The Past and Present of Nonprofit Organizations

Assignments:


Urban Center, *Nonprofit Sector in Brief 2014*,
http://www.urban.org/sites/default/files/alfresco/publication-pdfs/413277-The-Nonprofit-Sector-in-Brief--.PDF


David Horton Smith, “The Rest of the Nonprofit Sector: Grassroots Associations as the Dark Matter Ignored in Prevailing ‘Flat Earth’ Maps of the Sector,” in *NONPROFIT AND VOLUNTARY SECTOR QUARTERLY* (1997),
http://nvs.sagepub.com/content/26/2/114.abstract

September 7: NO CLASS -- LABOR DAY

September 14: Trust and Nonprofitness
*Urban Colloquium: Meet in Dively at 6 pm*

Assignments:
Henry Hansmann, “The Role of Nonprofit Enterprise,” in YALE LAW JOURNAL (1980),

http://nvs.sagepub.com/content/early/2010/04/13/0899764010362113.abstract

September 21: Factions & Pluralism: Social Capital
Urban Colloquium: Meet in Dively at 6 pm

Assignments:
Collection of Early Writings on the American Association (Federalist No. 10, Washington’s Farewell Address, and Alexis de Tocqueville’s Democracy in America).


http://muse.jhu.edu/journals/journal_of_democracy/v006/6.1putnam.html

September 28: Government-Nonprofit Relationships
Urban Colloquium: Meet in Dively at 6 pm

http://nvs.sagepub.com/content/16/1-2/29.short


October 5: Accountability, Ethics, and Constituencies
Urban Colloquium: Meet in Dively at 6 pm

Assignments:
Alnoor Ebrahim, The Many Faces of Nonprofit Accountability (Working Paper),
http://www.hbs.edu/faculty/Publication%20Files/10-069.pdf


Red Cross case study

***Theory Essay Due by 6 pm October 8: In 10 pages or less, critically examine one or more of the theories we discussed the first few weeks, drawing on news stories or personal anecdotes as relevant.***

October 12: Governance & Leadership
No Urban Colloquium, meet in usual classroom at 6 pm


October 19: Human Resources; Volunteers; Risk Management
No Urban Colloquium, meet in usual classroom at 6 pm

***Project proposal Due by 6 pm October 19***


Check out the demographics of volunteering at http://www.volunteeringinamerica.gov/
October 26: Tax Exemption
Urban Colloquium: Meet in Dively at 6 pm


Form 990s

OPTIONAL RESOURCE: http://www.stayexempt.irs.gov/

November 2: Communications and Advocacy
Urban Colloquium: Meet in Dively at 6 pm


November 9: Revenue Strategies
Urban Colloquium: Meet in Dively at 6 pm
Dennis Young, Chapter 18: Developing Nonprofit Resources in JOSSEY-BASS HANDBOOK.


November 16: Wrap-Up; Emerging Themes and Structures in Nonprofit Management
No Urban Colloquium: Meet in Normal Classroom at 6 pm


The Independent Sector, Hybrid Position Statement, available at http://www.independentsector.org/hybrid_position

Watch Dan Pallotta, “The Way We Think About Charity is Dead Wrong,” From March 2013 TEDTalks, available on YouTube at https://www.youtube.com/watch?v=bfAzi6D5FpM

November 23: Exam
No Urban Colloquium, meet in usual classroom at 6 pm

November 30: Student Presentations
No Urban Colloquium, meet in usual classroom at 6 pm

December 7: Student Presentations
No Urban Colloquium, meet in usual classroom at 6 pm