

**CLEVELAND STATE UNIVERSITY
MAXINE GOODMAN LEVIN COLLEGE OF URBAN AFFAIRS**

Fundamentals of Nonprofit Administration and Leadership

UST 550

Fall 2017

Mondays, 6:00 - 9:50 pm

UR 025

4 credits

Professor Joseph Mead

E-mail: j.mead@csuohio.edu

Office: Urban Building Room (UR) 317

Office Hours: Mondays, 3-5 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."

LEARNING OBJECTIVES

By the end of this course, students will:

- Identify, understand, and synthesize the historical ideas, schools of thought, key theories, and debates in the field of nonprofit management.
- Apply theories of nonprofit management and leadership to real-life situations.
- Understand the role that nonprofits play in society and the role different stakeholders play in nonprofit management.
- Present ideas and arguments effectively using relevant research orally, visually, and in writing.
- Engage in discourse about the nonprofit sector from an informed standpoint using facts as opposed to opinion.
- Be prepared for additional courses in the field of nonprofit management.

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:

| | |
|----------------------|-----|
| Class Participation: | 10% |
| Theory Essay: | 20% |
| Examination: | 25% |
| Final Abstract: | 5% |
| Final Paper: | 25% |
| Final Presentation: | 15% |

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 **4 and 8 double-spaced pages**, and it will be worth 20% of your final grade. It is due October 11.

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).

Celebration of Learning

There will be an in-class celebration of learning worth 25% of your final grade on November 20. 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 consulting 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, human or volunteer

management, tax exemption, communications, advocacy, revenue leadership). This has three subcomponents: a major paper, an oral presentation, and a proposal where you set forth your planned project.

As an alternative to the consulting report, you may write a research paper on a public policy or social trend that impacts the nonprofit sector.

Summary of Course Deadlines:

October 11: Theory Essay Due

October 23: Abstract for Final Project Due

November 20: In-Class Celebration of Learning (aka Exam)

November 27, December 4 and 11: Student Presentations

December 12, 6 pm: 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:

| Date | Topic |
|--------------|--|
| September 11 | Campus District: Anchor Institutions & the Urban College |
| September 25 | Jane's Walk – meet at set location ¹ |
| October 9 | North Collinwood: Arts & Economic Development |
| October 23 | East Cleveland: Urban Governance & Regionalism |
| November 6 | Hough: Criminal Justice & Civic Engagement |
| November 20 | Ohio City: Urban Politics & LGBTQ Communities |

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. Late assignments will not receive full credit absent extraordinary circumstances. Extraordinary circumstances do not include “I forgot,” or “My computer died the day the assignment was due.” If you are facing a situation where you are not able to submit an assignment by the deadline, please contact me *before* the deadline if possible. 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

¹ If you are unable to participate in this off-campus colloquium, please contact your professor by September 11th for an alternative activity.

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 28: Introduction, Course Logistics, and Altruism

Assignments:

Khalil. (2004). What is altruism? *Journal of Economic Psychology* 25(1): 97-108,
http://ac.els-cdn.com/S0167487003000758/1-s2.0-S0167487003000758-main.pdf?_tid=bad5a766-23c6-11e4-9b6c-00000aab0f6c&acdnat=1408029897_b998285cb19b43e6f4bf7bd0612b317f

September 4: Labor Day, No Class

September 11: What are Nonprofits? The Past and Present of Nonprofit Organizations

Urban Colloquium: Meet in Dively at 6 pm

Assignments:

Complete online Cornell Plagiarism quiz as Guest:

<https://plagiarism.arts.cornell.edu/tutorial/exercises.cfm>

Hall, A Historical Overview of Philanthropy, Voluntary Associations, and Nonprofit Organizations in the United States, 1600–2000,

<http://www.hks.harvard.edu/fs/phall/Powell%20Essay-Final%20-%20rev.pdf>

Martin Luther King Jr, Letter from a Birmingham Jail,

http://kingencyclopedia.stanford.edu/kingweb/popular_requests/frequentdocs/birmingham.pdf

Urban Center, Nonprofit Sector in Brief 2015,

<http://www.urban.org/sites/default/files/publication/72536/2000497-The-Nonprofit-Sector-in-Brief-2015-Public-Charities-Giving-and-Volunteering.pdf>

Nonprofit Times, Top 100, <http://www.thenonprofittimes.com/wp-content/uploads/2016/11/NPT-100-2016.pdf>

September 18: Factions & Pluralism; Social Capital

NO Urban Colloquium: Meet in Classroom 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) (on Blackboard).

Mananzala & Spade, The Nonprofit Industrial Complex and Trans Resistance, *SEXUALITY RESEARCH & SOCIAL POLICY* (2008), available at <https://srp.org/files/NPICtransresistance.pdf>

Putnam, Bowling Alone: America's Declining Social Capital, *Journal of Democracy* 6.1 (1995) 65-78, http://muse.jhu.edu/journals/journal_of_democracy/v006/6.1putnam.html

September 23: Optional Levin Day of Service, Providence House, Cleveland 10 am- 2 pm
Meet at 2050 West 32nd Street, Cleveland, OH 44113

September 25: Economic Theories of Nonprofits: Trust and Nonprofitness
Urban Colloquium: Jane's Walk at 6 pm

Assignments:

Hansmann, "The Role of Nonprofit Enterprise," in *YALE LAW JOURNAL* (1980),
<http://www.law.yale.edu/documents/pdf/faculty/hansmanntheroleofnonprofitenterprise.pdf>

Witesman, An Institutional Theory of the Nonprofit: Toll Goods, *NONPROFIT AND VOLUNTARY SECTOR QUARTERLY* (2016),
<http://nvs.sagepub.com/content/early/2016/05/25/0899764016651729.abstract>

Handy et al, The Discerning Consumer: Is Nonprofit Status a Factor?, *NONPROFIT AND VOLUNTARY SECTOR QUARTERLY* (2010),
<http://nvs.sagepub.com/content/early/2010/04/13/0899764010362113.abstract>

October 2: Government-Nonprofit Relationships; International Perspectives
NO Urban Colloquium: Meet in Classroom at 6 pm

Salamon, "Of Market Failure, Voluntary Failure, and Third-Party Government: Toward a Theory of Government-Nonprofit Relations in the Modern Welfare State." *NONPROFIT AND VOLUNTARY SECTOR QUARTERLY* (1987), <http://nvs.sagepub.com/content/16/1-2/29.short>

Gazley & Brudney, "The Purposes (and Perils) of Government-Nonprofit Partnership", *NONPROFIT AND VOLUNTARY SECTOR QUARTERLY* (2007), available at
<http://nvs.sagepub.com/content/36/3/389.abstract>

Young, "Alternative Models of Government-Nonprofit Sector Relations: Theoretical and International Perspectives," *NONPROFIT AND VOLUNTARY SECTOR QUARTERLY* (2000),
<http://journals.sagepub.com/doi/abs/10.1177/0899764000291009>

October 9: Accountability, Ethics, and Constituencies
Urban Colloquium: Meet in Dively at 6 pm

Assignments:

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

Ostrander, "The Growth of Donor Control: Revisiting the Social Relations of Philanthropy," in NONPROFIT AND VOLUNTARY SECTOR QUARTERLY (2007), available at <http://nvs.sagepub.com/content/36/2/356.short>

Rhode & Packel, "Ethics and Nonprofits" in STANFORD SOCIAL INNOVATION REVIEW (2009), available at http://www.ssireview.org/articles/entry/ethics_and_nonprofits

Bowman, "Nonprofit Accountability and Ethics: Rotting from the head down," in NONPROFIT QUARTERLY (2012), available at <https://nonprofitquarterly.org/management/21259-nonprofit-accountability-and-ethics-rotting-from-the-head-down.html>

Michigan Nonprofit Association, Code of Ethics, <http://www.c4npr.org/clientuploads/Board%20Governance%20Resources/NCNA%20Sample.Board%20Code%20of%20Ethics.Michigan%20Nonprofit%20Association.pdf>

Red Cross case study

*****Theory Essay Due by midnight on Wednesday, October 11:** In 4-8 pages, critically examine one or more of the theories we discussed the first few weeks, drawing on news stories or personal anecdotes as relevant.***

October 16: Revenue Strategies & Role of Philanthropy

No Urban Colloquium, meet in usual classroom at 6 pm

Eikenberry & Kluver, "The Marketization of the Nonprofit Sector: Civil Society at Risk?," PUBLIC ADMINISTRATION REVIEW (2004), available at http://www.researchgate.net/publication/227616367_The_Marketization_of_the_Nonprofit_Sector_Civil_Society_at_Risk/file/60b7d524983d750d21.pdf??

Jennifer Alexander, "The Impact of Devolution on Nonprofits: A Multiphase Study of Social Service Organizations," in NONPROFIT MANAGEMENT AND LEADERSHIP (2003), available at <http://onlinelibrary.wiley.com/doi/10.1002/nml.10105/abstract>

Additional reading to be assigned

*****Project proposal Due by 6 pm October 23*****

October 23: Governance & Leadership

Urban Colloquium, meet in Dively at 6 pm

Ohio Attorney General, "Guide for Charity Board Members," <http://www.ohioattorneygeneral.gov/Files/Publications-Files/Publications-for-Non-Profits/GuideforCharityBoardMembers>

Siciliano, The Relationship of Board Member Diversity to Organizational Performance, Journal of Business Ethics (1996), <https://link.springer.com/article/10.1007%2FBF00411816?LI=true>

Miller-Millesen, “Understanding the Behavior of Nonprofit Boards of Directors: A Theory-Based Approach” in NONPROFIT AND VOLUNTARY SECTOR QUARTERLY (2003), available at <http://nvs.sagepub.com/content/32/4/521.short>

October 30: Tax Exemption

NO Urban Colloquium: Meet in usual classroom at 6 pm

Nonprofit Risk Management Center, How to Lose your 501(c)(3) Tax Exempt Status, http://www.nonprofitrisk.org/library/articles/How_to_Lose_Your_Tax_Exempt_Status.shtml

Rosenthal, “Benefits Questioned in Tax Breaks for Nonprofit Hospitals” in NEW YORK TIMES (2013), available at <http://www.nytimes.com/2013/12/17/us/benefits-questioned-in-tax-breaks-for-nonprofit-hospitals.html?pagewanted=all&r=0>

Diamond, How the Cleveland Clinic grows healthier while its neighbors stay sick, Politico (2017), <http://www.politico.com/interactives/2017/obamacare-cleveland-clinic-non-profit-hospital-taxes/>

Form 990s

Resource: <http://www.stayexempt.irs.gov/>

November 6: Human Resources; Volunteers; Risk Management

Urban Colloquium: Meet in Dively at 6 pm

Hager & Brudney, “Volunteer Management Practices and Retention of Volunteers,” available at <http://www.urban.org/research/publication/volunteer-management-practices-and-retention-volunteers>

Martinez, “Liability and Volunteer Organizations: A Survey of the Law,” in NONPROFIT MANAGEMENT AND LEADERSHIP (2003), available at <http://www.jmichaelmartinez.com/documents/Nonprofit%20liability.pdf>

Check out the demographics of volunteering at <http://www.volunteeringinamerica.gov/>

November 14: Communications and Advocacy; Hybrids & Future of Sector

No Urban Colloquium: Meet in usual classroom at 6 pm

Mosely, Keeping the Lights On: How Government Funding Concerns Drive the Advocacy Agendas of Nonprofit Homeless Service Providers, JPART.

Salamon & Geller, “Nonprofit America: A Force for Democracy?,” Communique No. 9 of John Hopkins Listening Post Project, available at http://ccss.jhu.edu/wp-content/uploads/downloads/2011/09/LP_Communique9_2008.pdf
Bridgespan, Getting Social Media Right: A Short Guide for Nonprofit Organizations, <http://www.bridgespan.org/getattachment/7c8d52da-4261-4feb-8be8-8d55d3987f21/Getting-Social-Media-Right-A-Short-Guide-for-Nonpr.aspx>

The Independent Sector, The New Philanthropy Movement Raises New Questions, available at <https://www.independentsector.org/resource/the-new-philanthropy-movement-raises-new-questions/>

Watch 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>

Resource: <https://bolderadvocacy.org/>

November 20: 🎉 **Celebration of Learning** 🎉
Urban Colloquium: Meet in Dively at 6 pm

November 27: Student Presentations
No Urban Colloquium, meet in usual classroom at 6 pm

December 4: Student Presentations
No Urban Colloquium, meet in usual classroom at 6 pm

December 11: Student Presentations
No Urban Colloquium, meet in usual classroom at 6 pm