

**Julia Sass Rubin CSB 544 732-932-2499, ext. 609 jlsrubin@rutgers.edu**  
**Fall Office Hours: Tuesdays and Thursdays 1:30 – 3:30**

**Management of Nonprofit Organizations 833:570**  
**Thursdays, 9:50 - 12:30**  
**Civic Square Building, Room 253**

### **Course Description**

This course will apply management concepts and approaches to nonprofit organizations. The course will emphasize the challenges faced by managers of nonprofit organizations in this period of resource scarcity. It also will examine the impact that the increasingly blurred boundaries between the nonprofit, public, and for-profit sectors are having on the management of nonprofits. Course materials will integrate both theoretical and applied research and writing on this topic, cases based on the real world experience of managers, and guest speakers who are putting these ideas into practice.

### **Requirements and Grading**

Course participants will be expected to write weekly response papers; actively participate in class discussions; and prepare an in-class presentation.

### Class Participation

Because this is a seminar, active and informed participation in class discussions is critical and will count for 65% of the grade, approximately five points for each week of class. It is difficult to participate if you're not in class, so participation will include attendance. Each class participant will be allowed one absence. Any additional absences, with the exception of those caused by emergencies, will result in a five-point reduction off the total grade. Anyone who knows in advance that s/he will miss class must let the professor know as soon as possible.

By noon on the Wednesday prior to each class, please upload to the course Sakai site a one-page, single spaced paper analyzing the week's readings. This paper should reflect the fact that you have read and thought about all the readings for a given week. The weekly paper should not be a summary of the readings. Rather, it is your opportunity to integrate the readings and is meant to be analytical. For weeks when a case study is assigned, the paper also should including a discussion of the case study's main question(s). These papers will not be individually graded but will be combined with your class comments to form your overall class participation grade. Please remember to put your name on the papers.

### In-Class Presentation

The presentation will be worth 35% of the grade. It is an oral version of a research paper that should last approximately 15 minutes and can be on any topic related to class content (see page 5 of this syllabus). The presentations will be graded on both the content and quality of the presentation itself. Class presentations will take place during the second half of class between November 4<sup>th</sup> and December 2<sup>nd</sup>, and will run from 8:40 to 12:50 on December 9<sup>th</sup>. Your one-page topic proposal is due October 7<sup>th</sup> and a 2 to 3 page presentation outline is due two weeks before you present.

### Readings

With the exception of the *Jossey–Bass Handbook of Nonprofit Leadership and Management, Second Edition*, which can be purchased in the Rutgers bookstore or online, all the readings are available on Sakai (<https://sakai.rutgers.edu/portal>) in a folder titled *Nonprofit Management Fall 2010*, under the modules tab. The first few weeks of the *Jossey-Bass Handbook* readings also are available in the Sakai folder, to give you time to purchase and receive the book. Use of the cases involves a fee that will be collected in class during the first few weeks.

<p>The Rutgers University policy on academic integrity and plagiarism is available at: <a href="http://academicintegrity.rutgers.edu/integrity.shtml#l">http://academicintegrity.rutgers.edu/integrity.shtml#l</a></p>
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**Week 1: September 2**  
**Introduction and Course Overview**

**September 9 – No class - Rosh Hashanah holiday**

Assignment: Interview a nonprofit leader about the environment facing her/his organization and how the organization is responding. Integrate this data into the September 15th response paper and be prepared to discuss in class on the 16th.

**Week 2: September 16**  
**Understanding the Nonprofit Environment**

- Peter Dobkin-Hall, "Historical Perspectives on Nonprofit Organizations in the United States," *The Jossey-Bass Handbook*, Chapter 1, pp.3-38.
- Joan Roelofs, "The Third Sector as a Protective Layer for Capitalism," *The Nonprofit Quarterly*, Fall 2006, pp. 18-21.
- Foundation Grantmaking during the 2008-2009 Economic Collapse. *The Nonprofit Quarterly*. Spring 2009. pp. 38-45.
- Escaping the Perpetuity Mindset Trap. *The Nonprofit Quarterly*. Spring 2009. pp. 64-68.
- Edward Smith, "The State We're In: Don't Hold Your Breath," *State Legislatures Magazine*, February 2010.
- Rick Cohen, "The State of the States," *The Nonprofit Quarterly*, Spring 2010, pp. 28-39.
- Editors, "Nonprofit Fees and Taxes: A Death by a Thousand Cuts," *The Nonprofit Quarterly*, Winter 2009: 42-43.
- Kevin Kearns, Jonathan Livingston and Christine Waller, The Charitable Property Tax Exemption Debate, *The Nonprofit Quarterly*, Winter 2009, pp. 44-47.
- Lissette Rodriguez, "Alive and Kicking: Nonprofits in Late 2009," *The Nonprofit Quarterly*, Fall 2009, pp. 22-25.,
- Clara Miller, "The Four Horsemen of the Nonprofit Financial Apocalypse," *The Nonprofit Quarterly*, Spring 2010, pp. 22-29.

**Week 3: September 23**  
**The Importance of Mission and Strategy**

- Sharon M. Oster, "The Mission of the Nonprofit Organization," *Strategic Management for Nonprofit Organizations*, 1995, pp. 17-28.
- Peter F. Drucker, "The Mission Comes First," *Managing the Non-Profit Organization: Principles and Practices*, 1990, pp. 3-8.
- Nancy E. Schwartz, Nonprofit Taglines: The Art of Effective Brevity. *The Nonprofit Quarterly*. Spring 2009. pp. 72-75.
- *The Jossey-Bass Handbook*, Chapter 8, John M. Bryson, "The Strategy Change Cycle," pp. 171-203.

Case: Strategic Activism: The Rainforest Action Network. Prepare a new mission statement for RAN that you submit by noon, Wednesday, September 22nd, along with your response paper.

**Guest Speaker: McCaela Daffern, Associate, Communications and Investor Relations, NJ Community Capital**  
Ms. Daffern joined New Jersey Community Capital (NJCC) in June 2010 as an Associate for the Communications and Investor Relations department. She assists in developing grant applications and publications which promote the work of NJCC. She is currently leading the organization's strategic planning efforts as well as preparing NJCC for a third party review of the CDFI's impact performance and financial strength. Before joining NJCC, Ms. Daffern was a Housing Scholar for the City of Newark's Department of Economic and Housing Development and worked for four years in Washington State in both the public and private sector as a development and environmental planner. Ms. Daffern received her BA from Western Washington University and from the Edward J. Bloustein School at Rutgers with a Masters in City and Regional Planning.

**Week 4: September 30**  
**Executive Leadership**

**This class will run from 9:30 to 12:30**

**Class visit to HomeFront, 1880 Princeton Ave., Lawrenceville, (609) 989-9417**

- *The Jossey-Bass Handbook*, Chapter 7, Robert D. Herman and Dick Heimovics, "Executive Leadership," pp. 153-170.
- Peter F. Drucker, "The Mission Comes First," *Managing the Non-Profit Organization: Principles and Practices*, 1990, pp. 9-27.
- Mark Light and Paul Light, "The Impending Leadership Deficit Crisis," *The Nonprofit Quarterly*, Fall 2006, pp. 70-72.

- Tim Wolfred, "Stepping Up: A Board's Challenge in Leadership Transition," *The Nonprofit Quarterly*, Summer 2005, supplement, pp. 1-5.
- Karen Gaskins Jones, Preparing an Organization to Sustain Capable Leadership, *The Nonprofit Quarterly*, Spring 2007, pp. 69-71.

**Guest Speaker: Connie Mercer, Executive Director, HomeFront**

Under Ms. Mercer's leadership, what began in 1989 as a small group of friends and volunteers working to feed and provide warm coats for homeless families has grown into one of the area's leading non-profit social service agencies, with an annual budget of over \$6 million. Today HomeFront offers more than 30 programs and services, most of which are unique in the area, and on any given night provides shelter to more than 350 people, two-thirds of whom are children. Ms. Mercer and, by extension, HomeFront have received wide recognition and numerous awards for innovative programs that are carefully design to meet the special needs of the families being served, giving the parents the tools and skills to become independent, contributing members of the community and giving their children educational and recreational opportunities which help them grow academically and socially. Prior to starting HomeFront, Ms. Mercer, who has a master's degree in clinical psychology, was the executive director of the Interstate Consortium on Residential Child Care and the deputy director of programs operations for the Illinois Department of Children and Family Services.

**Week 5: October 7**

**Boards of Directors and Organizational Governance**

- *The Jossey-Bass Handbook*, Chapter 6, Nancy Axelrod, Board Leadership and Development, pp. 131-152.
- Richard P. Chait and Barbara E. Taylor, "Charting the Territory of Nonprofit Boards," *Harvard Business Review*, No 89101.
- Effective Board Chair-Executive Director Relationships: Not About Roles! *The Nonprofit Quarterly*, Winter 2006, pp. 49-50.
- Robert D. Herman and David O. Renz, Do Big Names Really Draw Big Bucks? *The Nonprofit Quarterly*, Summer 2006, pp. 18.
- Deborah Linnell, Boards and Leadership Hires: How to Get It Right, *The Nonprofit Quarterly*.

Case: Dissolution or Survival: The University of Bridgeport and the Unification Church

Presentation topic proposals must be uploaded to Sakai by 5 pm

**Week 6: October 14**

**Managing, Motivating and Keeping Employees and Volunteers**

- *The Jossey-Bass Handbook*, Chapter 23, Mary R. Watson and Rikki Abzug, "Finding the Ones you Want, Keeping the Ones you Find," pp. **623-630 ONLY.**
- *The Jossey-Bass Handbook*, Chapter 22, Stephen McCurley, "Keeping the Community Involved: Recruiting and Retaining Volunteers," pp. 587-622.
- Sharon M. Oster, "Human Resource Management," *Strategic Management for Nonprofit Organizations*, 1995, pp. 65-74.
- Susan Kinzie, "Number of Volunteers has Grown Despite Recession, Study Says," *The Washington Post*, June 15, 2010.

Case: Generations Incorporated: The Search for Volunteers

**Week 7: October 21**

**Marketing and Public Relations**

- *The Jossey-Bass Handbook*, Chapter 12, Brenda Gainer and Mel Moyer, Marketing for Nonprofit Managers, pp. 277-309.
- *The Nonprofit Quarterly*, Fall 2005, p. 22-44; 59-82.

Case: Care USA

**Week 8: October 28**

**Fundraising**

- *The Jossey-Bass Handbook*, Chapter 17, Robert E. Fogal, "Designing and Managing the Fundraising Program," pp. 419-435.
- Jon Pratt, Analyzing the Dynamics of Funding: Reliability and Autonomy, *The Nonprofit Quarterly*, Summer 2004, pp. 8-13.
- Jon Pratt, Financial Independence: Six Strategies, *The Nonprofit Quarterly*, Fall 2006, pp. 34-38.

- Transactional Analysis, Nonprofit Style: An Interview with Richard Brewster, *The Nonprofit Quarterly*, Spring 2007, pp. 24-25.
- William Foster, Ben Dixon, and Matt Hochstetler, In Search of Sustainable Funding: Is Diversity of Sources Really the Answer? *The Nonprofit Quarterly*, Spring 2007, pp. 26-29.
- Mark A. Hager, Should Your Nonprofit Build an Endowment? *The Nonprofit Quarterly*, Summer 2006, pp. 57-60.
- Editors, The Enduring Connection: Individual Donors and Nonprofit Organizations. *The Nonprofit Quarterly*, Summer 2005, Volume 12, Issue 2. pp. 51-57.
- Simone P. Joyaux, "Nothing Can or Should Substitute for Philanthropy, Parts I and 2," *The Nonprofit Quarterly Blog*, July 8, 2010.
- Simone P. Joyaux, "Basic Principles of Fund Development," July 22, 2010, *The Nonprofit Quarterly Blog*.

Case: The Dana-Farber Cancer Institute: Development Strategy

**Guest Speaker: Richard Greenberg – President, The Fund for New Jersey**

Mr. Greenberg was appointed as the President of the Fund for New Jersey, a private foundation that supports public policy initiatives throughout the State of New Jersey, on March 1, 2010. He previously served as the Director of Equal Justice Policy and Programs at the New Jersey Institute for Social Justice, where he advised state, municipal, and federal policymakers on a broad range of issues and strategy matters, including workforce development, affordable housing, and youth violence. Prior to that, Mr. Greenberg served as the Executive Vice President of Marga Incorporated, a mission-driven consulting firm based in New York City, where he advised the grantmaking and strategic planning of private foundations, federal government agencies, and nonprofit service providers, including the Annie E. Casey Foundation, W.K. Kellogg Foundation, U.S. Department of Housing and Urban Development, Corporation for National and Community Service, and Harlem Children's Zone. Mr. Greenberg earned a Masters of Public Administration from Columbia University's School of International and Public Affairs and a Bachelor of Arts from Cornell University.

**Week 9: November 4**

**The Challenges of Government Contracts**

- *The Jossey-Bass Handbook*, Chapter 15, Steven Rathgeb Smith, "Managing the Challenges of Government Contracts," pp. 371-390.
- William P. Ryan, The New Landscape for Nonprofits, *Harvard Business Review*, pp. 127-136.
- Steven Rathgeb Smith, "Government and Nonprofits: Turning Points, Challenges and Opportunities," *The Nonprofit Quarterly*, Fall 2009, pp. 49-52.
- Kathleen Enright, "Government Contracting: The Business of Foundations," *The Nonprofit Quarterly*, Summer 2009, pp. 20-21.

Case: Planning in Interdependent Environments: The Local Association for Retarded Citizens

--Class presentations--

**Week 10: November 11**

**Creative Revenue Generation and Social Enterprise**

- *The Jossey-Bass Handbook*, Chapter 18, Cynthia W. Massarsky, "Enterprise Strategies for Generating Revenue," pp. 436-465.
- Greg Dees, "Enterprising Nonprofits," *Harvard Business Review*, January 1998, 55-67.
- William Foster and Jeffrey Bradach, Should Nonprofits Seek Profits? *Harvard Business Review*, February 2005, Volume 83, Issue 2.
- Sharon M. Oster, Charles M. Gray and Charles Weinberg, To Fee or Not to Fee, (And Related Questions), *The Nonprofit Quarterly*, Summer 2004, pp. 31-35.

**Guest Speakers: Nicholas Kubian and Dominick Rodriguez -- Founders of SouperVan**

SouperVan is an innovative social enterprise designed to provide communities with healthy fast food and sustainable jobs while providing an income stream for local soup kitchens. The concept's developers, Dominick Rodriguez and Nicholas Kubian, first became friends in 2001, while working at a Princeton restaurant. They subsequently served together in the New Jersey Air National Guard. Nik earned a BA from Rutgers College in 2005, with a concentration in History, Political Science, and Economics. Upon graduation, he helped start a high risk insurance brokerage to service the private security industry, building Elizabeth Souther Insurance Group into one of the leading risk management firms in their industry. Dominick earned a BA in architecture and a master's in infrastructure and planning from NJIT, both with high academic honors. Dominick currently teaches the ideals of sustainable design at Mercer County College as an adjunct professor.

--Class presentations--

## **Week 11: November 18**

### **Managing the External Environment**

- *The Jossey-Bass Handbook*, Chapter 10, Bob Smucker, Nonprofit Lobbying, pp. 230 – 253.
- Tim Delaney, Substantial Activity: Building Nonprofit Political Heft, *The Nonprofit Quarterly*, Winter 2008, pp.50-53
- James Jennings, The Dialogue Challenge: Nonprofit's Central Role in the Conversation, *The Nonprofit Quarterly*, Winter 2008, pp. 55-57
- Jon Shure, "Growing Needs, Reduced Funds," *The Nonprofit Quarterly*, Winter 2009, pp. 20.

Case: Seattle Day Nursery: Filling the Needs of Children at Risk.

--Class presentations--

## **Week 12: December 2**

### **Evaluating the Effectiveness of Nonprofit Organizations**

- *The Jossey-Bass Handbook*, Chapter 14, Vic Murray, "Evaluating the Effectiveness of Nonprofit Organizations," pp. 345-370.
- Ruth McCambridge, "Youth Villages: A Research-Rich Organization," *The Nonprofit Quarterly*, Spring 2006
- Dale Galvin, "Tiny Bubbles: A Guide to the New New-Nonprofit Economy," *The Nonprofit Quarterly*, Summer 2006, pp. 32-39.
- Paul Light, Four Futures, *The Nonprofit Quarterly*, Winter 2008, pp. 64-69.

Case: Jumpstart

--Class presentations--

## **Week 13 and 14: December 9**

**This class will run from 8:40 to 12:50**

--Class presentations--

### **Presentation Topics**

In addition to the topics covered in the course, potential presentation topics can be gleaned from the many publications and web sites below. Some possible topic areas that may not be covered by the course include nonprofit partnerships, mergers and strategic alignments; nonprofit start-up; nonprofit innovation; scaling up nonprofits; and nonprofit sustainability. However, there are many other topics, including extensions of areas we cover in the course.

### **ADDITIONAL MATERIALS RELATED TO NONPROFIT MANAGEMENT**

#### **Nonprofit Management Websites of interest include:**

<http://www.nonprofitquarterly.org/> The Nonprofit Quarterly  
<http://www.ombwatch.org/npadv> OMB Watch (regulatory and policy environment for nonprofits)  
<http://www.arnova.org/> ARNOVA  
<http://www.independentsector.org/> Independent Sector  
<http://www.guidestar.org/> Guidestar  
<http://www.nonprofits.org/> The Internet Nonprofit Center  
<http://fdncenter.org/> The Foundation Center  
<http://www.arda.tm> American Religion Data Archive  
<http://www.energizeinc.com/> Energize, especially for leaders of nonprofits  
<http://www.idealists.org/> One stop shopping for volunteers, job seekers, etc.

#### **Journals with Relevant Articles:**

The Nonprofit Quarterly  
Stanford Social Innovation Review  
The Chronicle of Philanthropy  
The Nonprofit Times  
Nonprofit Management & Leadership  
Nonprofit and Voluntary Sector Quarterly  
Voluntas: The International Journal of Voluntary and Non-Profit Organizations  
Advances in Nonprofit Marketing  
Public Administration Review  
Journal of Policy Analysis and Management  
Social Work  
Annals of Public and Co-operative Economics  
New Directions for Philanthropic Fundraising  
Research in Higher Education