Management of Nonprofit Organizations 34:833:570 and 970:672
Tuesdays 9:50 - 12:30
Civic Square Building, Room 112

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 one p.m. on the Monday prior to each class, please upload to the course Sakai site a one-page, single-spaced (or two-page, double-spaced) paper that analyzes that 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 save the papers in Word or rich text format and remember to put your name at the top.

In-Class Presentation
The presentation will be worth 35% of the grade. It is an oral version of a research paper that should last 15 to 20 minutes and can be on any topic related to class content (see the presentation link under the Modules tab in Sakai for more information and examples from prior years). The presentations will be graded on both the quality of the research and of the presentation itself. Class presentations will take place during the last six weeks of class. Your one-page topic proposal is due by midnight, Tuesday, October 8th and a 2 to 3 page presentation outline is due two weeks before you present.

Readings
With the exception of the case studies and the Jossey–Bass Handbook of Nonprofit Leadership and Management, Third 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 2013. The readings can be found under the Modules tab. The Jossey-Bass Handbook chapters assigned for the first week of class are also available in the Sakai folder, to give you time to purchase and receive the book. The process for purchasing the cases will be discussed in class.

The Rutgers University policy on academic integrity and plagiarism is available at:
http://academicintegrity.rutgers.edu/integrity.shtml#I
Week 1: September 10

Understanding the Nonprofit Environment/Creating a Nonprofit Organization
- Starting a Nonprofit Organization – 3 short online readings

Guest Speaker: Nancy Eberhardt, Director New Jersey Program, The Pro Bono Partnership

Week 2: September 17

The Role of Nonprofits and the Importance of Mission and Strategy

Case: Strategic Activism: The Rainforest Action Network.

Prepare a new mission statement for RAN that you submit along with your response paper.

Week 3: September 24

Board of Directors and Organizational Governance

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

Week 4: October 1

Executive Leadership
Case: A Multiplicity of Roles: The Chicago Museum of Contemporary Art Search for a Director

Week 5: October 8
Managing, Motivating and Keeping Employees and Volunteers

Case: Generations Incorporated: The Search for Volunteers

Presentation topic proposals due by midnight

Week 6: October 15
The Challenge of Government Contracts

Case:

Week 7: October 22
Fundraising

Case: The Dana-Farber Cancer Institute: Development Strategy

Guest Speaker: Barbara Reisman, Executive Director of The Schumann Fund for New Jersey

Week 8: October 29
Field Trip to HomeFront
Week 9: November 5
Creative Revenue Generation and Social Enterprise
- 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.

Class Presentations

Week 10: November 12
Marketing and Public Relations

Case: Care USA

Class Presentations

Week 11: November 19
Partnerships, Mergers and Collaborations

Guest Speakers:
Gregory Stankiewicz – COO of New Jersey Community Capital
Jeff Crum – Director of Real Estate, Community Asset Preservation Corporation
Sharon Krengel – Policy and Outreach Coordinator, Education Law Center

Class Presentations
Week 12: December 3
Managing the External Environment


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

**Class Presentations**

Week 13: December 10
Evaluating the Effectiveness of Nonprofit Organizations


**Case: Jumpstart**

**Class Presentations**

Week 14: December 17 (Class will run from 9:30 to 12:40)

**Class Presentations**