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Fall Office Hours: Mondays and Wednesdays 4:00 – 5:00

Management of Nonprofit Organizations 833:570
Mondays, 1:10 - 3:50,
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 with cases based on the real world experience of managers.

Requirements and Grading

Course participants will be expected actively to participate in class discussions and to 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 Sunday, prior to each class, please e-mail me a one-page summary of what you feel are the most critical aspects of all the readings for that week. Approximately a paragraph of this should indicate how you would advocate answering the case's main question, with the rest focusing on the remainder of the readings. These summaries will be combined with your class comments to form your overall class participation grade.

In-Class Presentation

The presentation will be worth 35% of the grade. The presentation is an oral version of a research paper. It should last approximately 20 to 25 minutes and can be on any topic related to class content. Students also have the option of presenting an original case study for the weeks of November 28 and December 12th, on two very current topics in the field of nonprofit management, social enterprise and ethics and accountability. Unlike other presentations, the case studies can be worked on either in groups or individually.

Class presentations will take place during the second half of class, beginning November 14. Your one-page topic proposal is due October 3rd and a presentation draft is due two weeks before you present.

Readings

With the exception of the Jossey–Bass Handbook, second edition, which can be purchased online from Amazon (\$66.08 with free shipping), all the readings are available on Web CT (<http://webct.rutgers.edu>) in a folder marked “Nonprofit Management.” Use of the cases involves a fee that will be collected in class during the first few weeks.

Week 1: September 12

Introduction and Course Overview.

- *The Jossey-Bass Handbook*, Chapter 1, Peter Dobkin-Hall, "Historical Perspectives on Nonprofit Organizations in the United States," pp.3-38.
- Aspen Nonprofit Sector Research Fund, Fiscal Crisis in the States: The Impact on Nonprofits and the People They Serve, November/December 2003, pp. 1-5.
- Aspen Nonprofit Sector Research Fund, Satisfying Donors or Clients: New Pressures on Nonprofits, January/February 2004, pp. 1-3.
- Editors, Nonprofits and the Economy: Still on the Edge. *The Nonprofit Quarterly*. Volume 11, Issue 2. Summer 2004. Pp. 14-18.

September 19 -- No Class

Week 2: September 26

Nonprofit Organizations from the Funders' Perspective

- J. Gregory Dees and Karen Jacobson, Note on Innovations in Philanthropy, *Harvard Business Review*, December 1, 2000, pp. 1-15.
- Michael E. Porter and Mark R. Kramer, "Philanthropy's New Agenda: Creating Value," *Harvard Business Review*, November-December 1999, pp. 121-130.
- Keith Epstein, Philanthropy, Inc. *Stanford Social Innovation Review*, Summer 2005. pp. 20-27.

The Harbus Foundation

Week 3: October 3

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.
- *The Jossey-Bass Handbook*, Chapter 8, John M. Bryson, "The Strategy Change Cycle," pp. 171-203.

Strategic Activism: The Rainforest Action Network

Week 4: October 10

Executive Leadership

- *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.
- Editors, Building Leadership or a Self-Reinforcing Bureaucracy? *The Nonprofit Quarterly*, Winter 2004, Volume 11, Issue 4, pp. 10-13.
- Robby Rodriguez, Are We There Yet? *The Nonprofit Quarterly*. Winter 2004, Volume 11, Issue 4, pp. 14-19.

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

Week 5: October 17

Boards of Directors and Organizational Governance

- Richard P. Chait and Barbara E. Taylor, "Charting the Territory of Nonprofit Boards," *Harvard Business Review*, No 89101.
- Smith, Bucklin & Associates, Inc., "Working Together: Maximizing Board and Staff Effectiveness," In *The Complete Guide to Nonprofit Management*, pp. 27-54.
- *The Jossey-Bass Handbook*, Chapter 6, Nancy Axelrod, Board Leadership and Development, pp. 131-152.
- Judith Mileesen, Sherpa? Shepherd? Conductor? Circus Master? Board Chair. *The Nonprofit Quarterly*, Winter 2004, Volume 11, Issue 4, pp. 38-42.
- Meghan Brown. Call to Leadership: Profiles of Board Chairs. *The Nonprofit Quarterly*, Winter 2004, Volume 11, Issue 4, pp. 43-50.
- David O. Renz. Exploring the Puzzle of Board Design: What's Your Type? *The Nonprofit Quarterly*, Winter 2004, Volume 11, Issue 4, pp. 52-54.

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

Week 6: October 24

Managing, Motivating and Keeping Employees and Volunteers

- *The Jossey-Bass Handbook*, Chapter 22, Stephen McCurley, "Keeping the Community Involved: Recruiting and Retaining Volunteers," pp. 587-622.
- *The Jossey-Bass Handbook*, Chapter 23, Mary R. Watson and Rikki Abzug, "Finding the Ones you Want, Keeping the Ones you Find," pp. 623-659.
- Sharon M. Oster, "Human Resource Management," *Strategic Management for Nonprofit Organizations*, 1995, pp. 65-74.

Generations Incorporated: The Search for Volunteers

Week 7: October 31

Marketing and Public Relations

- The Jossey-Bass Handbook, Chapter 12, Brenda Gainer and Mel Moyer, Marketing for Nonprofit Managers, pp. 277-309.
- Smith, Bucklin & Associates, Inc., "Using Public Relations Tools to Reach a Broader Audience," In *The Complete Guide to Nonprofit Management*, pp. 169-204.

Hurricane Island Outward Bound School

Week 8: November 7

Partnerships and Collaborations

- Sharon M. Oster, "Competition and Cooperation Among Nonprofits," in *Strategic Management for Nonprofit Organizations*, 1995, pp. 47-64.
- National Center for Nonprofit Boards, "Beyond Collaboration: Strategic Restructuring of Nonprofit Organizations," pp. 1-19.

- Francie Ostrower, The Reality Underneath the Buzz of Partnerships: The Potentials and Pitfalls of Partnering. *Stanford Social Innovation Review*, Spring 2005, pp. 34-41.
- Aspen Nonprofit Sector Research Fund, "Working Together: Nonprofit Collaborations, Alliances, and Integrations Improve Performance and Advance Mission, February 2001, pp. 1-3.
- Merrill Wolf, Community Kitchen Offers Recipe for Teamwork, *Philanthropy Journal*, October 3, 2005.

Guest Speaker: Alle Ries, Director of Program and Fund Development, La Casa de Don Pedro

Ms. Ries has been the Director of Program and Fund Development at La Casa de Don Pedro since 2002. She is responsible for executing an organization-wide fund development plan and creating new programs for this community-based organization with a staff of 150 and an annual budget of \$11 million. During her tenure at La Casa, Alle has worked with senior staff members in the creation of an award-winning social entrepreneurship business plan, a comprehensive neighborhood plan and has helped to raise over \$2 million in new funding from government, corporate and private sources. Before coming to La Casa, Ms. Ries oversaw Newark's Urban Coordinating Council Initiative, creating a comprehensive community plan in the West Side Park neighborhood and orchestrating collaborations between 5 community-based organization. She has also worked for a collaborative of institutions in Harlem, as a political consultant and as a community organizer. Ms. Ries has a Masters in City and Regional Planning from the Bloustein School at Rutgers University. She graduated from Macalester College in St. Paul, MN where she started her career in Community Development.

**Week 9: November 14
Traditional Fundraising**

- *The Jossey-Bass Handbook*, Chapter 17, Robert E. Fogal, "Designing and Managing the Fundraising Program," pp. 419-435.
- Thomas Wolf, "Fundraising," in *Managing A Nonprofit Organization in the Twenty-First Century*, 1999, pp.235-274.
- Michael Stein and John Kenyon, A Decade of Online Fundraising, *The Nonprofit Quarterly*, Winter 2004, Volume 11, Issue 4, pp. 66-71.
- Editors, Online Fundraising and Engagement: A Conversation with Eli Pariser. *The Nonprofit Quarterly*, Winter 2004, Volume 11, Issue 4, pp. 72-75.
- David O. Renz, Funding Sources and Influence: Assessing the Tradeoffs. *The Nonprofit Quarterly*, Summer 2005, Volume 12, Issue 2, pp. 39-41.
- Editors, The Enduring Connection: Individual Donors and Nonprofit Organizations. *The Nonprofit Quarterly*, Summer 2005, Volume 12, Issue 2. pp. 51-57.

The Dana-Farber Cancer Institute: Development Strategy

--Class presentations--

**Week 10: November 21
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.

Planning in Interdependent Environments: The Local Association for Retarded Citizens

--Class presentations--

Week 11: November 28

Creative Revenue Generation and Social Enterprise

- Millie Munshi, *Nonprofits Adopting a For-Profit Model*, AP Business Wire, July 28, 2005.
- Greg Dees, "Enterprising Nonprofits," *Harvard Business Review*, January 1998, 55-67.
- The Jossey-Bass Handbook, Chapter 18, Cynthia W. Massarsky, "Enterprise Strategies for Generating Revenue," pp. 436-465.
- William Foster and Jeffrey Bradach, Should Nonprofits Seek Profits? *Harvard Business Review*, February 2005, Volume 83, Issue 2.
- Editors, To Fee or not to Fee? *The Nonprofit Quarterly*, Summer 2004, Volume 11, Issue 2, pp. 30-35.
- Maia Szalavitz, In Your Face: The Social Enterprise that Beat City Hall. *Stanford Social Innovation Review*, Summer 2005, pp. 46-48.

Cases to be determined

--Class presentations--

Week 12: December 5

Managing the External Environment

- Jeffrey M. Berry, "Effective Advocacy for Nonprofits," In *Nonprofit Advocacy and the Policy Process: Exploring Organizations and Advocacy: Strategies and Finances* Issue 1, pp. 1-8.
- Susan Rees, Effective Advocacy on Limited Resources, In *Nonprofit Advocacy and the Policy Process: Exploring Organizations and Advocacy: Strategies and Finances* Issue 1, pp. 9-16.
- Smith, Bucklin & Associates, Inc., "Getting Political Support for Your Cause," In *The Complete Guide to Nonprofit Management*, pp. 205-228.
- *The Jossey-Bass Handbook*, Chapter 10, Bob Smucker, Nonprofit Lobbying, pp. 230 – 253.
- Karen Kraut, High Stakes: Why and How Nonprofits Must Engage on State Tax Policy. *The Nonprofit Quarterly*. Summer 2005. Volume 12, Issue 2, pp. 72-77.
- Transcript of "When Nonprofits Attack: Nonprofit Organizations as Political Advocates," Hudson Institute Bradley Center for Philanthropy and Civic Renewal discussion.
- Transcript of "Safeguarding Charity in the War on Terror," Georgetown University Center for Public and Nonprofit Leadership panel discussion.

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

--Class presentations--

Week 13: December 12

Ethics and Accountability

- Panel on the Nonprofit Sector, *Strengthening Transparency, Governance, Accountability of Charitable Organizations*. Final Report to Congress and the Nonprofit Sector, June 2005. pp. 1-19.
- *The Jossey-Bass Handbook*, Chapter 9, Thomas H. Jeavons, Ethical Nonprofit Management, pp. 204-229.
- Ruth McCambridge, What Does Accountability Mean These Days? *The Nonprofit Quarterly*, Summer 2004, Volume 11, Issue 2, pp. 36-37.
- Jan Verhage, "Learning from the Mistakes of Some ... And the Bravery of Others." *The Nonprofit Quarterly*, Summer 2004, Volume 11, Issue 2, pp. 43-45.

- Rick Cohen, One for the Money, Two for the Show: Nonprofits as Conduits for Political Influence. *The Nonprofit Quarterly*, Summer 2004, Volume 11, Issue 2, pp. 46-52.
- Diana Aviv, Earning the Public Trust, *The Nonprofit Quarterly*, Summer 2004, Volume 11, Issue 2, pp. 53-56.
- The Aspen Nonprofit Sector Research Fund, Foundation Accountability and Effectiveness, Fall 2002, pp. 2-13.
- Paul C. Light, Fact Sheet on the Continued Crisis in Charitable Confidence, Brookings Institution, September 13, 2004.

Case to be determined

--Class presentations--

Week 14: December 19

Evaluating the Effectiveness of Nonprofit Organizations

- *The Jossey-Bass Handbook*, Chapter 14, Vic Murray and Bill Tassie, "Evaluating the Effectiveness of Nonprofit Organizations," pp. 345-370.
- Steven Rathgeb Smith and Michael Lipsky, *Performance Assessment*, pp. 199-202.
- The Aspen Institute Nonprofit Sector Research Fund, "Improving Nonprofit Performance: Key Issues and Promising Approaches," September/October 2003, pp. 1-5.

Jumpstart

--Class presentations--

ADDITIONAL MATERIALS RELATED TO NONPROFIT MANAGEMENT

You may want to subscribe to the ARNOVA-L (The Association for Research in Nonprofit Organizations and Voluntary Action Listserve):

To join ARNOVA-L, The minimalist approach:

1) Send a message to LISTSERV@LISTSERV.WVU.EDU 2) On the first line of the message type only:
SUBSCRIBE ARNOVA-L <firstname> <lastname>

Alternatively, you might think about joining other more specifically topical listserves such as:
listserv@charitychannel.com. (subscribe cyb-acc Firstname Lastname) Cyber-accountability listserve
<http://www.charityChannel.com/> The many listserves coming out of American Philanthropy Review
LISTSERV@LISTS.FDNCENTER.ORG Philanthropy News Digest

Other Nonprofit Management Websites of interest include:

<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
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
Journal of Applied Behavioral Science
American Sociological Review
American Journal of Sociology
American Economics Review
Journal of Accountancy
Administrative Science Quarterly
Various and Sundry Law Reviews
International Journal of Nonprofit and Voluntary Sector Marketing
The Nonprofit Times
The Chronicle of Philanthropy