Fundamentals of Nonprofit Administration and Leadership

UST 456-50 & 456-751
Spring 2017

Maxine Goodman Levin College of Urban Affairs
Cleveland State University

UST 456-50 & UST 456-751
3 credit hours

Updated: 1/06/2017

Instructor: Jeffrey M. Bowen, MNO, CFRE
E-Mail: j.m.bowen@csuohio.edu
Telephone: 216.687.4649
Office: Urban Building, Room 213, 1717 Euclid Avenue Cleveland, OH 44115
Office Hours: By Appointment
Course Location: UR 243 and Lorain County Community College
Meeting Time: Monday, 6:00 – 8:50 PM
Course Number: 1628 (Section 50) & 1629 (Section 751)
Section: 50 (CSU Main Campus) & 751 (Lorain County Community College)

Course Description:
The course examines nonprofit organizations as community institutions, and the role of institutional management and leadership in their development; the nature of leadership and management in the nonprofit sector; fundraising and financial management; governance and the respective roles of board, staff and volunteers; the political, economic, and inter-organizational environment; community relations; needs assessment; and planning and performance measurement.

Required Texts:

Course Objectives:
The purpose of the course is to provide students with academic and practical skills. Upon completion of this course, students will gain a better understanding of:
1. The organization and leadership of nonprofit organizations in urban America
2. The issues and challenges facing nonprofit organizations in the 21st century
3. The role of nonprofit organizations in effective service delivery

Course Method:
The class is a seminar course that requires student participation through assigned readings, class exercises, case study analysis, video review and discussion. Students are expected to complete the required reading, (including any handouts, or other assignments in addition to the specified text), attend
all class sessions, participate in group discussions, and contribute to the learning experience. Students who have to miss a class should notify the instructor prior to the start of class. Students who miss more than one class, without proper documentation, will have their final grade reduced accordingly.

**Grading:**
Your grade is based upon regular, frequent class participation, the quality of your work on the required assignments, and your performance on the final exam. Students are expected to attend all classes and to complete all homework assignments. **Assignments are due as indicated.** Late assignments, based on emergency situations only, will be accepted with prior approval from the instructor, and may lose up to 2 points for each day that the assignment is late.

<table>
<thead>
<tr>
<th>Class Participation</th>
<th>20 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment 1</td>
<td>10 points</td>
</tr>
<tr>
<td>Assignment 2</td>
<td>10 points</td>
</tr>
<tr>
<td>Assignment 3</td>
<td>10 points</td>
</tr>
<tr>
<td>Organization Analysis</td>
<td>25 points</td>
</tr>
<tr>
<td>Final Exam</td>
<td>25 points</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100 points</strong></td>
</tr>
</tbody>
</table>

A   = 94 - 100
A-  = 90 - 93
B+  = 87 - 89
B   = 83 - 86
B-  = 80 - 82
C+  = 77 - 79
C   = 70 - 76
D   = 60 - 69
F   = 59 and below

**University Policy Statements:**

**University Deadlines**
- For the current semester, the deadline for dropping a course is January 27, 2017
- The last day to withdraw from the course is March 31, 2017
- The final examination week is May 6-12, 2017

**Grades of “I” and “X”**
- X - For undergraduate courses the grade of "X" can only be administratively assigned by the Office of the University Registrar to indicate a grade has not been assigned by an instructor. For undergraduate students who have stopped attending/participating without notification and have not completed all assignments for reasons that cannot be determined, instructors should assign the earned grade. Any grade of “X” will become a grade of “F” at 11:59 PM the day following the grading deadline.
- I - Incomplete. The "I" grade is given when the work in a course has been generally passing, but when some specifically required task has not been completed through no fault of the student.

An "I" grade can be assigned by the instructor when all three of the following conditions are met:
1. Student is regularly attending/participating in the class and has the potential to pass the course;
2. Student has not completed all assignments and has stopped attending/participating for reasons deemed justified by the instructor; and
3. Student has notified the instructor prior to the end of the grading period.

**Students with Special Needs**
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. Students should notify the instructor as soon as possible if they have been granted an accommodation through the Office of Disability Services.

**Writing Assistance**
Students with difficulty writing may contact the Writing Center located in Rhodes Tower 124 for assistance. Students should use the American Psychological Association (APA) format for citations and reference pages.

**Plagiarism**
Plagiarism is stealing and/or using the ideas or writings of another in a paper or report and claiming them as one’s own. This includes but is not limited to the use, by paraphrase or direct quotation, of the work of another person without full and clear acknowledgment. The penalties for plagiarism are found in full in the Student Handbook (Office of Student Life) under Academic Regulations (Policy on Academic Misconduct) at the following link: [https://www.csuohio.edu/sites/default/files/StudentCodeOfConduct.pdf](https://www.csuohio.edu/sites/default/files/StudentCodeOfConduct.pdf).

**Assignments:**

**A. Short Papers:**
There are three written assignments of three to five pages each, presented in 12 point font; APA format. **All papers must include the student’s name, email address, paper #, and the date the assignment is due.** The topics of the papers are as follows:

- **Paper #1** Due Week 5 (Monday 2/13) Explain, in your opinion and in your own words, the importance of the Nonprofit Sector to American culture and society.
- **Paper #2** Due Week 8 (Monday 3/06) Explain the differences between the roles and responsibilities of the board, and those of the chief executive (aka Executive Director), in a typical nonprofit organization.
- **Paper #3** Due Week 11 (Monday 4/03) Explain the importance of recognition, stewardship and thankfulness, in order to maintain and advance donor, volunteer, and community relationships. Describe various ways that this might be accomplished.

**B. Organization Analysis** Due Week 13 (Monday 4/17)
Prepare a brief analysis of a local, or national, nonprofit organization. The paper should be 4 to 6 pages in length, with 12 point font; APA format. Each student will also **present her/his organization to the class** using PowerPoint during weeks 13 and 14 (4/17 & 4/24) Presentations should not exceed five minutes in length. Your analysis should include the following:

1. The organization’s name, address, and the names & titles of the Chief Executive and Board Chair
2. The Mission Statement, and if applicable, any formal Vision or Values Statement
3. The geographic area served, total years in existence, and total number of employees
4. The number of Board members, and if identified, any corporations and organizations they represent
5. The organization’s primary or core program offerings
6. The total annual operating budget and current net assets
7. The main sources of revenue and five largest contributors
8. Any Community Partners, or ongoing strategic relationships
9. Is there a capital campaign in progress, or under consideration?
10. Are Strategic Plan, Annual Report, and/or Audited Financial Report documents readily available?
11. What Social Media vehicles are being used?
12. Is there evidence of any recent (positive or negative) press or media coverage?
13. What impressed, or moved, you the most about this organization?

Final Exam: (Monday 5/08, 6:00 PM)
There will be a final exam that will test the knowledge of students based on the reading assignments, handout materials, videos, and information covered in class. Questions will include multiple choice, fill in the blank, true or false, and short essay.

Class Schedule/Due Date/Assignments:
Week 1: 1/16 NO CLASS (Martin Luther King Day)
Week 2: 1/23 Introductions; Familiarity with Nonprofits; Review Syllabus (Wolf: Chapter 1)
Week 3: 1/30 Understanding Tax Exempt Status & “Mission” (IRS Handouts & Mission Videos)
Week 4: 2/06 Governance: The Role of the Board. (Wolf: Chapter 2) Organization for Analysis
Week 5 2/13 Leadership: The Executive Team. (Drucker: Part One) Paper # 1 Due
Week 6: 2/20 NO CLASS (President’s Day) (Wolf: Chapters 3 &4; Drucker: Part Four)
Week 7: 2/27 Human Resources & Financial Management. (Wolf: Chapter 6)
Week 8: 3/06 Fearless Fundraising. (Wolf: Chapter 8; Drucker: Part Two) Paper # 2 Due
Note: Spring Recess is March 12-19
Week 9: 3/20 Performance Evaluation. (Drucker Part Three)
Week 10 3/27 Marketing, Community Relations & The Media. (Wolf: Chapter 5)
Week 11: 4/03 Sustainability: Organizational & Planetary. (Wolf, Chapter 10) Paper # 3 Due
Week 12: 4/10 Recognition, Stewardship & Thanksgiving.
Week 13: 4/17 Student Presentations Organization Analysis Paper Due
Week 14: 4/24 Student Presentations (Continued)
Week 15: 5/01 Other Resources, Course Review, End of Semester Comments & Questions
Week 16 5/08 Final Exam

Handouts: Most of the handouts for this course are pre-loaded onto the Blackboard site, essentially in chronological order. You should be able to readily determine which ones are appropriate for review, and when, based on the weekly subject matter as identified above.

Videos: In addition to the reading assignments and handouts, there are several videos that you are required to review and will be expected to discuss during class. They are all fairly short. There are, however a large group (six ) that are important to watch prior to the class discussion on 1/30.

For Week 3 (1/30):
- “The Power of Words” Purple Feather
  https://www.youtube.com/watch?v=Hzgzim5m7oU
- What’s The Difference Between Mission & Vision? Bruce D. Johnson
  https://www.youtube.com/watch?t=139&v=b2MyaR0gMo0
• “How to Write a Mission Statement That Doesn’t Suck” Dan Heath
  https://www.youtube.com/watch?v=LJhG3H2Z7b4o
• Skyline Urban Ministries
  https://www.youtube.com/watch?v=eaX1IxyBwvA
• Habitat for Humanity of Great Britain
  https://www.youtube.com/watch?v=X3AV3VDGATk
• Los Angeles Film Society
  https://www.youtube.com/watch?v=l-sO1qtR9A

For Week 8 (3/6):
• Donald Duck: The Volunteer Worker, 1940, Walt Disney Studios
  https://www.youtube.com/watch?v=XdtAYusSchE
• Inspirational Video: Pay it Forward, 2013, Life Vest Inside
  https://www.youtube.com/watch?v=GJeWFoKZ63U

For Week 10 (3/27):
• “Detroit Water - A Movement Grows” https://www.youtube.com/watch?v=2vzwk2K7mCl

Please Note:
While every effort has been made to provide a comprehensive overview of the course content, assignments and due dates, the instructor reserves the right to add assignments, or make other changes to the syllabus, as the semester progresses.