UST 656
*Advanced Topics in Nonprofit Management Practice*
Spring 2017  4 credit hours
Mondays 6:00 – 9:50 p.m.
UR 108

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Course Description

This is a required course for students pursing the Masters of  Nonprofit Administration and Leadership (MNAL), the MPA nonprofit specialization or a graduate certificate in nonprofit management. It serves as a capstone class, building on knowledge gained in previous coursework. The class is conducted in seminar format and relies substantially on student participation including class discussions and student projects with local nonprofit organizations and other forms of social enterprise. Students are required to work closely with a local nonprofit (or other social enterprise of choice) and to prepare a final paper that addresses a key management issue faced by that organization.

Given the four hour format, classes will entail a mix of learning modes including lecture, discussion, guest speakers, case studies, and student presentations of assigned papers and project reports. Readings are assigned in advance of each session (see below) and students are expected to read them before each class. The course covers three broad areas of knowledge that are crucial to the success of contemporary nonprofit leaders and managers: understanding the context in which nonprofits operate in the United States – in particular the “social economy” of which they are part; addressing the various management and leadership challenges
facing organizations in the social economy – including financing, governance, human resource management, performance assessment and strategic decision making; and understanding the public policy issues associated with the social economy and nonprofits’ roles in addressing those issues through advocacy and other strategies.

Course Objectives

- To appreciate the scope, complexity and dynamism of the nonprofit sector, and the various roles of nonprofits in the social economy of the United States
- To develop a nuanced appreciation of the contemporary challenges of nonprofit managers and leaders with respect to the governance, financing, human resources, strategy and performance of their organizations
- To understand the policy context in which nonprofit organizations operate, how nonprofits are impacted by public policy, and the role of nonprofits in shaping public policy

Required Text and Suggested Resources


Other readings will also be assigned or suggested for some lessons

The following journals serve as rich reservoirs of current research and knowledge on nonprofit management and policy, and may be accessible through the Cleveland State University Library:

*Nonprofit Management and Leadership*

*Nonprofit and Voluntary Sector Quarterly*

*Nonprofit Policy Forum*

*Nonprofit Quarterly*
Course Requirements

1. Complete all reading assignments on time and be prepared to discuss them in class
2. Participate vigorously in class discussions. Bring your relevant experiences and knowledge to class and share them with your class mates. Monitor nonprofit issues in the press and bring them in for class discussion relevant to the topic of the day.
3. Complete all written assignments on time. Late work will be penalized by one grade level per week after the deadline.
4. Select a local nonprofit of interest to you, collect information from public sources, and make arrangements for interviewing managers, staff, volunteers, clients and supporters of the organization. Meet with the executive director or other senior officials and identify a problem or issue that you can help them with and can be the basis of your term project and report.

Grading

Grades will be based on class participation including attendance and contributions to class discussion, written assignments, presentation of assignments in class, and the final written report, as follows:

- Participation in class: 30%
- Written assignments: 30%
- Term project: 40%

Class Schedule

PART I: THE NATURE OF THE SOCIAL ECONOMY

January

23\textsuperscript{rd}: Size, scope and character of the social economy. Where do nonprofits fit?

Read: chapter 1 in Mook et al
30th: Different kinds of social purpose organizations (1): social economy businesses and local development enterprises

Read: chapters 2 and 3 in Mook et al

Written assignment 1: select either the case of *Equal Exchange* in chapter 2 or *Red Feather* in chapter 3 and prepare a 2 to 3 page memo addressing the questions following the case (page 66 or 96). Be prepared to present your analysis in class and to submit the paper for grading.

February

6th: Different kinds of social purpose organizations (2): public sector nonprofits and civil society organizations

Read: chapters 4 and 5 in Mook et al

Written assignment 2: select either the case of *The Corporation for Public Broadcasting* in chapter 4 or the *Mary Reynolds Babcock Foundation* in chapter 5 and prepare a 2 to 3 page memo addressing the questions following the case (pp. 123 or 156-157). Be prepared to present your analysis in class and to submit the paper for grading.

PART II: MANAGEMENT CHALLENGES

13th: Organizational Design and Governance

Read: chapter 6 in Mook et al

Guest speaker: Elizabeth Voudouris, VP, Business Volunteers Unlimited (confirmed)

Assignment: Come prepared with questions for our guest speaker, based on the reading. Also, be prepared to discuss your choice of local social economy organization that will be the subject of your term project

20th: Presidents Day; no class

27th: Leadership and Strategic Management

Read: chapter 7 in Mook et al and case study of WCLV (to be provided)
Guest speaker: John McMicken, CEO, Evergreen Cooperatives (confirmed)

Assignment: Come prepared with questions for our guest speaker, based on the reading.

March

6th: Human Resources Management

Read: chapter 8 in Mook et al

Guest Speaker: Kim Klima, Director of Volunteer Support and Services, Girl Scouts of North East Ohio (confirmed)

Assignment: Come prepared with questions for our guest speaker, based on the reading, and to report on your progress in framing your term project and gathering your information.

13th: Spring Recess; no class

20th: Financing

Guest Speaker: Gerald Chattman, partner, Buckingham, Doolittle and Burroughs (confirmed)

Read: chapter 9 in Mook et al

Assignment: Come prepared with questions for our guest speaker, based on the reading

27th: Performance Assessment and Social Accounting

Read: chapter 10 in Mook et al and Leap of Reason (Morino Institute)

Guest speaker: Margaret Mitchell, CEO, YWCA/Cleveland (confirmed)

Assignment: Come prepared with questions for our guest speaker, based on the readings.

Written Assignment 3: Write a 3 page paper addressing the questions (pp.318-319) on the Grid Alternatives case study in chapter 19.
PART III: PUBLIC POLICY

April

3rd: Tax and Regulatory Policy


Guest Speaker (confirmed): Paul Feinberg, Jewish Federation of Cleveland

Assignment: Come prepared with questions for our guest speaker, based on the reading.

10th: Competition and Collaboration


Guest Speaker (confirmed): Steven Minter, Executive in Residence, Cleveland State University

Assignment: Come prepared with questions for our guest speaker, based on the readings.

Written Assignment 4: Select one paper from the readings, summarize it in a 2-3 page memo, and be prepared to offer a 10 minute summary of the subject and research findings for discussion in class.

Note: This is the first night of Passover. Please let Prof. Young know if you are unable to attend.

17th: Nonprofits and the Policy Process

Guest Speaker: Lee Fisher, Executive Director, CEOs for Cities (confirmed)

Assignment: Come prepared with questions for our guest speaker, based on the reading.

24th: Cutting Edge Policy Issues


Written assignment 5: Select one policy brief from the readings, summarize it in a 2 page memo, and be prepared to offer a 10 minute summary of the argument for discussion in class.

PART V: HOME STRETCH

May

1st: Presentation of final reports in class; invite representatives of your organizations to join us. Each student should prepare a 15 minute power point presentation. Each presentation will be followed by Q&A and open discussion. Presentations will be followed by a wrap up discussion of “takeaways” from the course.

Assignment: preparation of in-class presentations and submission of final written project reports

Policies

Students with disabilities. 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. Students with special needs or those who require special accommodations when taking exams, completing projects, or meeting the class requirements should identify themselves immediately to the instructor so that appropriate arrangements may be made. Accommodations need to be requested in advance and will not be granted retroactively.
Withdrawal and grading policies. Refer to the CSU Catalog for drop/add dates, withdrawal procedures, S/U or incomplete grading such as an I or X. The late date to withdraw from this course is April 1st.

Academic Dishonesty. Academic misconduct: Plagiarism or cheating will result in an F for the assignment and possibly an F in the course. Plagiarism, according to the CSU Student Handbook, is defined as the stealing and/or using the ideas of another in a paper, exam, or report and claiming it as your own. This includes, but is not limited to the use, by paraphrase or direct quotations, of the work of another person without full and clear acknowledgement (CSU Handbook, 2008). This includes the work of another student. See Academic Regulations http://www.csuohio.edu/studentlife/StudentCodeofConduct.pdf

Writing Center. The CSU Writing Center is available to help you develop writing skills and learn how to avoid the problem of plagiarism. The Writing Center offers workshops and it is available on an individualized basis to assist you. Be certain to give yourself enough time for the Writing Center to review your material and suggest changes before the due date. The Writing Center can be reached at www.csuohio.edu/academic/writingcenter/index.html

APA Style. All written assignments must follow American Psychological Association (APA) style. Each APA citation has two parts: the in-text citation and the reference page. You must have both an in-text citation and an entry on the reference page for every external source you use. Use the following link for more information regarding APA compliance: http://owl.english.purdue.edu/handouts/research/r_apa.html

BlackBoard. Check the BlackBoard site for access to journal articles, announcements, and other course-related information.

General Policies. Make-up of assignments is at the discretion of the instructor and requires valid written documentation (such as a doctor’s note).

There is to be no eating in class unless food is provided for everyone. Beverages with lids are allowed. There will be a break during class in which you may eat.
Laptops and tablets are permitted for note-taking only. The use of a cell-phone or computer for email and/or texting is prohibited while class is in session. Cell phones should be turned off or set to vibrate during the class session.

CSU will notify all students when classes must be cancelled due to inclement weather. CSU will contact you through email, text, or telephone. Check CampusNet for additional information on campus closings due to weather. Should a class be cancelled and there is a homework assignment due on that date, you may email the homework to me.

CSU uses the Viking email system. Students should be checking the vikes.csuohio.edu email address given to every student at registration.

All written work must be submitted in APA style. Grading will take into account spelling and grammar as well as substance. Your written assignments should reflect your standards as a professional.

1/23/2017