Indiana University-Purdue University Indianapolis  
School of Public and Environmental Affairs  
Fall, 2009

COURSE

Number/Title: SPEA-V 525: Management in the Nonprofit Sector  
Class Number: 19039  
Day and Time; Location: This course is delivered entirely online via OnCourse.

INSTRUCTOR

Instructor: Melissa Bidding  
Office Hours/Location: Taylor Hall (UC), 3133  Tuesdays, 1:00-3:00 p.m. or by appointment  
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E-mail Address: mbidding@iupui.edu

A note regarding email: given the bulk of email correspondence with which we all must contend, please use OnCourse for all forms of electronic communication with the instructor. Doing so not only enables her to manage her regular inbox more efficiently, it also provides the student with the added protection of the message having been sent to two places: the official OnCourse class email site as well as forwarded automatically to the instructor’s regular mailbox.

COURSE DESCRIPTION

The nonprofit sector in the U.S. is diverse, large, and growing quickly. More than 1.4 million organizations comprise the nonprofit field, ranging from small volunteer-based organizations with incomes under $25,000 to large, professional organizations with annual incomes over $10 million. An estimated 10% of the U.S. workforce is employed in the nonprofit sector and one in three individuals donates regular, unpaid volunteer labor to a church, charity, or other tax-exempt organization. Arguably, one of the biggest issues facing the nonprofit sector today is the quality of management. Nonprofit organizations are faced with a multitude of challenges and the leaders of today’s nonprofits must be prepared to face a complex environment which is rapidly changing on many fronts.

The course is designed to provide current and future nonprofit managers and leaders with an overview of a range of nonprofit management concerns and practices. Course assignments will expand students’ management and analytical skills as well as their knowledge of the nonprofit sector in general and nonprofit management principles and techniques in particular.

This course is built on the assumption that students learn more if they are actively engaged with the material. Exercises and discussions allow students to test knowledge, formulate ideas and strategies, respond to management dilemmas, and obtain feedback from classmates and the instructor.

REQUIRED COURSE MATERIALS

Required Textbook (noted as “Handbook” in the reading assignments):

An order for the following required text has been placed with Barnes and Noble.


Additional Required Readings (noted as “Oncourse” in the reading assignments):

Additional required readings have been placed in Oncourse in folders corresponding to the week in which they are due.
COURSE LEARNING OUTCOMES

Upon successful completion of this course, students should expect to:

✓ Have a greater understanding of the nature and scope of as well as the issues and concerns facing the nonprofit sector in the U.S.
✓ Increase their understanding of nonprofit management methods and practices.
✓ Gain experience with analyzing management dilemmas and proposing responses.
✓ Further develop their academic and professional writing skills through presenting and defending positions in written form.

SPEA POLICIES

The SPEA Syllabus Addendum, which is attached to this syllabus, explains SPEA’s academic policies for Academic Misconduct, Civility and Disorderly Conduct, Communication between Faculty and Students, Course Withdrawal, Incompletes, Grade Changes, Students Called to Active Duty, and the Final Exam Schedule. Each student is responsible for understanding and following all school policies.

INSTRUCTOR’S CLASSROOM POLICIES

This course is delivered entirely online in an asynchronous (i.e., not in real time) format. The benefits of such asynchronous communication are primarily twofold: greater flexibility regarding when you contribute; and, more time to prepare for and reflect on the issues raised in the readings and questions posed for discussion. Conversely, communication and feedback will be less quick than in a classroom setting. Taking care to communicate thoughtfully, completely, and in a timely fashion will facilitate discussions and communication. Specific instructions regarding required online discussions can be found in the “Assessment and Grading” section of this syllabus.

In addition to SPEA’s policy regarding “Civility and Disorderly Conduct” noted in the addendum to this syllabus, please read, consider, and strive to abide by Chancellor Emeritus Gerald Bepko’s “Statement on Civility” (part of Week 1’s reading assignments). Given the lack of personal interaction and the frequent difficulty encountered in reading and correctly gauging “tone” and “intent” from electronic communications only, civility is an important key to the success of this course. Patience and good humor are also welcome additions.

ASSESSMENT AND GRADING

Course grades will be based on the following weights (each of the following items will be discussed more fully following the incomplete policy):

Master’s Students:  
1. Class Participation: 
   a. Lead Posts 15%  
   b. Follow-Up Discussions 15%  
2. Case Studies 20%  
3. Policy Memos 20%  
4. Final Project 30%

Doctoral Students:  
1. Class Participation: 
   a. Lead Posts 15%  
   b. Follow-Up Discussions 15%  
3. Case Studies 20%  
4. Research Paper 50%

Grading Scale  The following grading scale will be used for calculating final grades:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>97 - 100%</td>
</tr>
<tr>
<td>A</td>
<td>93 - 96%</td>
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<tr>
<td>A-</td>
<td>90 - 92%</td>
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<tr>
<td>B+</td>
<td>87 - 89%</td>
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<tr>
<td>B</td>
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<td>67 - 69%</td>
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<td>63 - 66%</td>
</tr>
<tr>
<td>D-</td>
<td>60 - 62%</td>
</tr>
<tr>
<td>Below 60%</td>
<td>Failing</td>
</tr>
</tbody>
</table>

Incompletes: Per SPEA policy regarding incompletes, at least 75% of the required course work must be completed before an incomplete can be considered. Please read SPEA’s policy, found in the addendum, in full.
**Extra credit is not available.** However, as you will note, for the Lead Posts, Case Studies, and Policy Memos, students have the option of submitting more than the required assignments and having only the top grades for each section computed in the final grade calculation.

**Class Participation (30% Total for Lead Posts and Follow-Up Posts)**

As an online course, class participation will be evaluated on the basis of the student's participation in online discussions. Discussion questions will be posted each week in OnCourse in the forum for the week and participation is comprised of two parts:

1. **Lead Posts** – due Wednesdays at noon, these posts form the basis of the online discussions for weeks when there is no Case Study assigned. They are intended to allow the student to synthesize and respond to the week's readings and questions as well as to stimulate discussion from other class participants.  
   1.1. No extra credit, however, students may submit up to 7 Lead Posts and the top 5 grades will be used in calculating the final grade for the course.  
   1.2. Send an email by August 28 to the instructor indicating for which weeks they would like to prepare a "Lead Post". Please list 8 weeks, in order of preference. Every attempt will be made to honor the first five choices, however, to ensure that we have at least 3 submissions for each week, assignments will be granted on a first come-first served basis (by date/time stamp on the email receipt).

2. **Follow-up Posts** – due Fridays at 5:00 p.m., these posts allow class colleagues to comment and respond to lead posts or the assigned case study and the week's questions posted in the forum on OnCourse for that week.

**Lead Posts (15% - 5 posts required, 3 pts each):**

Mechanics:

1. Students must submit 5 out of 11 possible Lead Posts.  
   a. No extra credit, however, students may submit up to 7 Lead Posts and the top 5 grades will be used in calculating the final grade for the course.  
   b. Send an email by August 28 to the instructor indicating for which weeks they would like to prepare a "Lead Post". Please list 8 weeks, in order of preference. Every attempt will be made to honor the first five choices, however, to ensure that we have at least 3 submissions for each week, assignments will be granted on a first come-first served basis (by date/time stamp on the email receipt).

2. The post must be a minimum of 4-5 paragraphs.

3. Each Lead post is worth 3 points, 1 point each for:
   a. Synthesis of the readings.
   b. Argument/approach/recommendations are supported
   c. Well written: clear, grammatically correct, and organized.

4. Due Wednesdays at noon. Earlier postings are welcome (and appreciated).

**Follow-Up Posts (15% - 15 posts required, 1 pt each):**

Mechanics:

1. Students must participate in at least one discussion (thread) per week (including those weeks during which the student also submits a Lead Post).

2. Each class discussion post is worth 1 point. To earn this point, the discussion post must be well written and the argument/position you take must be supported by the readings.

3. Due Fridays at 5:00 p.m. Earlier postings are welcome (and appreciated) and facilitate a richer class discussion.

**Case Studies (20% - 4 Case Studies required, 5 pts each):**

Case Studies provide the student with the opportunity to use the information covered in the readings to analyze specific examples of nonprofit management challenges.

Mechanics:

1. Students must submit 4 out of 5 possible Case Studies.  
   a. No extra credit, however, students may submit all 5 Case Studies and the top 4 grades will be used in calculating the final grade for the course.  
   b. Students may discuss the case with other participants but must write the case papers independently.

2. Each Case Study must:
   a. Address the topic under the title "Case Study" in the relevant "Assignments" sections of this syllabus.
   b. Be 2 to 2.5 pages in length, double-spaced
   c. Submitted via OnCourse.
3. Each Case study is worth 5 points:
   a. Demonstration of a clear understanding of course ideas and the case, citing specific readings (by author's last name in parenthesis) – 2 points possible.
   b. Appropriate application of concepts from the class readings to the case under consideration – 2 points possible.
   c. Writing is clear, grammatically correct, and well-organized – 1 point possible.

Policy Memos (20% - 4 Policy Memos required, 5 pts each):

Policy Memos provide students with the opportunity to apply course concepts to hypothetical nonprofit management issues and to further develop their professional writing skills.

**Note for doctoral students:** Policy Memos are not required of doctoral students.

**Mechanics:**
1. Students must submit 4 out of 6 possible Policy memos.
   a. No extra credit, however, students may submit up to 6 Policy Memos and the top 4 grades will be used in calculating the final grade for the course.
   b. Students may discuss the policy issue with other participants but must write the Policy Memo independently.
2. Each Policy Memo must:
   a. Address the topic under the title "Policy Memo" in the relevant "Assignments" sections of this syllabus.
   b. Be 1 to 1.5 pages in length, single-spaced and written in standard "memo" format including headers such as To:, From:, Subj:, etc.
   c. Submitted via OnCourse.
3. Each Policy Memo is worth 5 points:
   a. Appropriate application of concepts from the class readings and discussions to the hypothetical situation under consideration – 2 points possible.
   b. Recommendations put forward also consider and address/refute other possible approaches – 2 points possible.
   c. Writing addresses the appropriate audience and is grammatically correct, clear, and well-organized – 1 point possible.

Final Project (Master's Students: 30%)/Research Paper (Doctoral Students: 50%)

**Master's Students (30%):**

The final project must be on a topic related to the course. The project is an important way for you to demonstrate your mastery and use of important concepts. Topics should be related to the course. The paper should incorporate relevant course readings and the discussion should be extended to include additional material. There are three options for completing the final project:

1. Students can investigate a management dilemma faced by a nonprofit organization and write about the dilemma, its causes, suggested responses to the dilemma, what the organization actually did in response to the dilemma, and what the apparent consequences of the response were. The dilemma may be identified through personal experience, media reports, or interviews with leaders of nonprofit organizations. The organization cannot be one with which you are currently employed.
2. Students can provide an analytical discussion of a general management challenge facing nonprofit organizations. The paper should present a point of view and defense of that view (against alternative views). All viewpoints must be presented in detail. Published research and editorials should be used to build the argument in the paper.
3. Students can conduct research related to nonprofit management. The paper would report the research question, what the literature says about the question, hypotheses, methodology used to investigate the question, findings, and conclusions.

**Mechanics**
1. Students must submit the following by September 25:
   a. Confirmation of which option they intend to pursue.
   b. What topic they hope to explore. **Note: topics must be approved by the instructor.**
c. Indicate where they plan to obtain the information needed for the selected topic.
2. An outline of the project, with a working bibliography, is due October 23.
3. The final project is due Friday, December 18, 5:00 p.m.
   a. Paper should be 10-12 pages in length, double-spaced with standard font and margins.
   b. References should be cited (APA style) and a complete bibliography must be included.
   c. Paper should:
      i. Incorporate and expand upon relevant course readings and include additional
         reference material.
      ii. Move beyond description and provide an analysis of the topic.
      iii. Ensure that arguments put forward are supported by the appropriate literature
           and alternative approaches, theories, etc., are examined and addressed.
      iv. Be well written, organized, clear, and grammatically correct.

**Doctoral Students (50%)**:

In lieu of the Policy Memos and Final Project, doctoral students will be expected to submit a 20 page research paper on a topic related to the course.

**Mechanics**
1. Students must submit the proposed paper topic by September 25. Note: the topic must be
   approved by the instructor.
2. An outline of the project, with a working bibliography, is due October 23.
3. The final paper is due Friday, December 18, 5:00 p.m.
   a. Paper should be 20 pages in length, double-spaced with standard font and margins.
   b. References should be cited (APA style) and a complete bibliography must be included.
   c. Paper should:
      i. Include a literature survey for the topic.
      ii. Incorporate and expand upon relevant course readings and include additional
          reference material.
      iii. Move beyond description and provide an analysis of the topic.
      iv. Ensure that arguments put forward are supported by the appropriate literature
          and alternative approaches, theories, etc., are examined and addressed.
      v. Be well written, organized, clear, and grammatically correct.

**COURSE SCHEDULE**

**Week/Date:**

1/Aug 26-28  Topic: Intro: Case Analysis & Mgt of Organizations

**Readings:**
Handbook:
1. Conclusion, pp. 731-735.

OnCourse:

**Assignments:**
1. Review Syllabus
2. Gain familiarity with OnCourse and course format
3. Post Bios, due date: Aug 28
4. Assigned Readings, due date: Aug 28
5. Review Bios, due date: Aug 28
6. Send an email to the instructor indicating which weeks you would like to prepare a "Lead Post". Please list 7 weeks, in order of preference. Every attempt will be made to honor your first five choices. However, to ensure that we have at least 3 submissions for each week assignments
will be granted on a first come-first served basis (by date/time stamp on the email receipt). Due date: Aug 28
7. Post to this week’s discussion forum. Due Date: Aug 28

2/Aug 31- Sept 4  Topic: Overview of the Sector: History, Composition, Start-Up

Sept 2: 100% Refund period ends
Sept 3: Withdrawal with grade of W begins

Readings:
Handbook:
1. Preface, xv-xvii
2. Chapter 1 (Hall) Historical Perspectives on NPOS in the U.S.
3. Chapter 2 (Van Til) NPOS and Social Institutions
Oncourse:

Assignments:
1. Lead Post: Due date Sept 9
2. Follow-up Discussion Posting: Due Date: Sept 11

3/Sept 7-11 Topic: Ethics & Legal Context

Sept 7: Labor Day - No Classes
Sept 8: 75% Refund Period Ends

Readings:
Handbook:
1. Chapter 3 (Silk) The Legal Framework of the Nonprofit Sector in the United States
2. Chapter 9 (Jeavons) Ethical Nonprofit Management
Oncourse:

Assignments:
1. Lead Post:  Due date Sept 9
2. Follow-up Discussion Posting: Due Date: Sept 11
3. Policy memo, due: Sept 11
Policy Memo:

You have been asked to help establish a nonprofit organization. Identify a preliminary action plan for such: prioritize items such as mission development, board composition, etc. Explain why you recommend such priorities.

4/Sept 14-18 Topic: Leadership & Governance

Sept 15: 50% Refund Period Ends & Audit & Pass/Fail Option Deadline

Readings:

Handbook:
1. Chapter 6 (Axlerod) Board Leadership and Development
2. Chapter 7 (Herman & Heimovics) Executive Leadership

On course:

Assignments:
1. Follow-up Discussion Posting: Due Date: Sept 18
2. Case study: Due date: Sept 18

Case Study:

What weaknesses and strengths were exhibited by the Lincoln Hill board and/or executive director during the time reported in the case? At the conclusion of the case, what steps should the board and executive director take to further their development and effectiveness? Explain why these steps should be taken.

5/Sept 21-25 Topic: Setting Missions

Sept 22. 25% Refund Period Ends

Readings:

On course – no handbook assignments this week:

Assignments:
1. Lead Post: Due date Sept 23
2. Follow-up Discussion Posting: Due Date: Sept 25
3. Policy Memo: Due date: Sept 25
4. Final Project/Research Paper topic proposals: Due date Sept 25

Policy Memo:

You have been asked to identify the most appropriate composition of the board for your nonprofit organization. Describe (and justify): the proposed size of the board, the numbers and types of members (professionals, community representatives, etc) and why having such members will help further your organization’s mission.
6/Sept 28-Oct 2  Topic: Strategic Planning

Readings:
Handbook:
1. Chapter 8 (Bryson) The Strategy Change Cycle

On course:

Assignments:
1. Follow-up Discussion Posting: Due Date: Oct 2
2. Case Study: Due date: Oct 2

Case Study:
Answer both:
a) What is one of the most important strategic issues facing the zoo and why is such important?
b) Prepare a SWOT analysis for the zoo, including lists for each element of the analysis.

7/Oct 5-9  Topic: Personnel Management: Paid Personnel

Readings:
Handbook:
1. Chapter 23 (Watson & Abzug) Recruitment and Retention in Nonprofit Organizations
2. Chapter 24 (Day) Total Rewards Program

On course:

Assignments:
1. Lead Post: Due date Oct 7
2. Follow-up Discussion Posting: Due date: Oct 9
3. Policy Memo: Due date: Oct 9

Policy Memo:
Describe the current state of affairs/issues related to nonprofit employment to your new board of directors who was previously in the for-profit arena. Outline the most important issues with regard to hiring and retention in your nonprofit organization which has a paid staff of 15. Examine ways in which such issues might be addressed.


Readings:
Handbook:
1. Chapter 13 (Brudney) Designing and Managing Volunteer Programs
2. Chapter 22 (McCurlcy) Keeping the Community Involved: Recruiting and Retaining Volunteer

On course:

Assignments:
1. Follow-up Discussion Posting: Due Date: Oct 16
2. Case Study: Due date: Oct 16

Case Study:
How can the SCCC Red Cross better recruit and retain volunteers? Propose a recruitment and retention plan and justify it.

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Oct 20: Last day to withdraw with grade of W
Oct 21: Midterm

Readings:
Handbook:
2. Chapter 18 (Massarsky). Enterprise Strategies for Generating Revenue

Oncourse:

Assignments:
1. Lead Post: Due date Oct 21
2. Follow-up Discussion Posting: Due Date: Oct 23
3. Policy memo: Due date: Oct 23
4. Outline and working bibliography for final project/research paper: Due date: Oct 23.

Policy Memo:
Your board has asked for a memo regarding both the strengths and weaknesses of nonprofit dependence on earned income and commercial revenue. What specific and detailed guidance would you give your board about how to engage in commercial activity legally, ethically, and with minimal tax liability?


Readings:
Handbook:
1. Chapter 11 (Yankey & Willen). Strategic Alliances

Oncourse:

Assignments:
1. Lead Post: Due date Oct 28
2. Follow-up Discussion Posting: Due Date: Oct 30
3. Policy Memo: Due date: Oct 30

Policy Memo:
Assume you are a nonprofit organization that has been invited to participate in a public-private partnership involving all three sectors (similar to Chicago’s Millennium Park). What are the benefits and challenges? How would you avoid the pitfalls.
11/Nov 2-6  Topic:  Financial Considerations, cont'd: Fundraising – Donors and Beneficiaries & Why People Give

Readings:
On Course (no readings from the handbook this week):

Assignments:
1. Lead Post: Due date Nov 4
2. Follow-up Discussion Posting: Due Date: Nov 6


Readings:
Handbook:
1. Chapter 15 (Smith) Managing the Challenges of Government Contracts
2. Chapter 17 (Fogal) Designing and Managing the Fundraising Program

On Course:

Assignments:
1. Lead Post: Due date Nov 11
2. Follow-up Discussion Posting: Due Date: Nov 13
3. Policy Memo: Due date: Nov 13

Policy Memo:

Your organization has just hired a new development officer and you have been charged with developing an appropriate training and orientation program. Write a memo which addresses what the fundraiser needs to know about general nonprofit operations, tax law, and the nonprofit sector more generally. How should this function relate to other organizational functions? How might you structure the position for effective communication and organizational integration? Be sure to justify your positions.

13/Nov 16-20  Topic:  Financial Considerations, cont'd: Marketing

*Nov 17: Last to to withdraw with grade of WP or WF*

Readings:
Handbook:
1. Chapter 12 (Gainor & Moyer) Marketing for Nonprofit Managers

On Course:

Assignments:
1. Follow-up Discussion Posting: Due Date: Nov 20
2. Case Study: Due date: Nov 20

Case Study:

From a marketing standpoint, which Arthritis Foundation programs should be eliminated and why? What additional information/data are needed before a comprehensive marketing plan is developed? Why?
14/Nov 23-27  Topic: Advocacy

Nov 25-29: Thanksgiving Recess, No classes

Readings:
Handbook:
1. Chapter 10 (Smucker) Nonprofit Lobbying

On Course:

Assignments:
1. Follow-up Discussion: Due date Nov 30
2. Case Study: Due Date: Nov 30

Case Study:

Which of the strategic alternatives presented in the last two pages of the case do you support? Justify your choice. What management challenges will need to be addressed if your choice of strategic alternatives is implemented?

15/Nov 30 -Dec 3  Topic: Oversight, Evaluation & Accountability

Readings:
Handbook:
1. Chapter 14 (Murray) Evaluating the Effectiveness of Nonprofit Organizations
2. Chapter 16 (Thomas) Outcome Assessment and Program Evaluation

On Course:

Assignments:
1. Lead Post: Due date Dec 1
2. Follow-up Discussion Posting: Due Date: Dec 3
3. Case Study from Nov 23-27 Due: Nov 30
4. Policy Memo: Due date: Dec 3

Policy Memo:

Choose one of the Panel on the Nonprofit Sector's recommendations and read the relevant section in the Panel's report. Discuss the pros/cons/implications of such an approach/change on your organization with your board members.

16/Dec 7-11  Topic: Risk, Crisis, & Change Mgt

Readings:
Handbook:
1. Chapter 21 (Herman) Risk Management

On Course:

Assignments:
1. Lead Post: Due date Dec 9
   Follow-up Discussion Posting: Due Date: Dec 11

17/Dec 14-18  Topic: Classes End – Finals Begin

FINAL PROJECT/RESEARCH PAPER DUE: FRIDAY, DECEMBER 18, 5:00 P.M. (Early submissions welcome!)