University of Oregon
Department of Planning, Public Policy and Management

PPPM 680: Management of Nonprofit Organizations
Fall 2015 (CRN 15146)

Professor Dyana Mason
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Email: dmason@uoregon.edu
Office Hours: Mondays 12:00-2pm, or by appointment

Class Time:
Mondays 4-6:50pm
Room: 116 Esslinger

Overview
This course will cover principles of effective management in nonprofit organizations, focusing on leadership, governance, legal structure and standards, strategic communications, volunteer administration and the role of nonprofits in solving some of society's greatest problems. This course will not only provide a “how to” in managing nonprofit organizations, but will provide some of the research and theory on issues facing nonprofits, and help us approach problems from a strategic perspective grounded in both theory and practice. In doing so, we will use real world examples and experiences to ensure that academic lessons translate to the nonprofit experience.

Competencies
By completing this course, students will be able to:

- Understand and evaluate core management concepts in nonprofit organizations.
- Review and analyze existing “best practices” in nonprofit theory and management.
- Understand the trends, and future of, nonprofit management and organizations.
- Research one area of nonprofit management more deeply to build expertise.
- Write compelling and persuasive professional communications and research papers.

Assigned Textbooks (Required):

• There are also three case studies that you will need to purchase. These are listed in the syllabus. You can purchase these at the special class rate of $3.95 for each case at: https://cb.hbsp.harvard.edu/cbmp/access/3825251 (Note, you will need to register for Harvard Business Publishing before you are able to access the coursepack).

Additional readings are listed below and will be provided on Canvas, unless otherwise noted. Students are also encouraged to follow the blogs of one or more nonprofit organizations. We will likely discuss current events (as they pertain to the nonprofit sector) in class. Students are encouraged to email the class or instructor with relevant articles or reports they may come across.

Course Website
The course website is located on the University of Oregon’s new Learning Management System (LMS), Canvas. You can find it at https://canvas.uoregon.edu. The class syllabus, announcements and other materials will be posted there. Please check it frequently for updates.

General Requirements and Information
The format of the course will be readings with lectures and discussions. It is expected that the assigned readings will be completed prior to the date in which they will be covered in the lecture. Any discussions in class, including guest lectures and discussion of questions brought up by fellow students, are likely to appear on the midterm exam. In addition, all assigned readings are fair game for inclusion on the midterm exam unless explicitly exempted. You should write assignments carefully to convey a professional tone and elicit confidence in your work.

Classroom Environment
In order to create a classroom in which students are comfortable expressing their opinions and perspectives, I ask that students please approach the readings and others’ contributions with both an open mind and a willingness to question one’s own assumptions and biases.

Professional Practice
Students are expected to behave in a professional manner at all times.

• Students should treat each other and the instructor with the professional courtesy and respect expected in a workplace.
• All communications relating to this course and all work turned in for this course should reflect professional standards in tone, presentation, formatting, and spelling.
• The classroom is a place of focused learning. This requires that students arrive on time, stay until the end of the class period, do not disrupt the class by leaving the room temporarily, and refrain from non-learning activities. Students who fail to adhere to these guidelines will be asked to leave for the remainder of the class session.
• I expect all course assignments to be typewritten.

Course Workload
A general rule of thumb for the expected workload for a graduate level class is approximately 3-4 hours/week per credit hour. Thus, a four credit course will require approximately 12-16 hours of effort per week. Our class meets for three hours each week, so students should expect to spend an additional 9 to 13 hours per week studying for this course.

Writing Lab
This is a writing intensive course. If you struggle with writing, I strongly encourage you to use the services of the Writing Lab: The Writing Lab begins week two of the term and closes at 5:00 pm the Wednesday of finals week. Free tutors are available. Upper-division and graduate student tutors are
available on a drop-in basis or by appointment. (You must go to the writing lab to schedule your appointment.) 9:00am – 5:00pm, Monday – Friday, 72 PLC (Prince Lucien Campbell).

Incomplete Policy
Students are expected to behave in a professional manner and to turn in all materials at the designated time. In accordance with university regulations, an incomplete will only be given when “the quality of work is satisfactory but a minor yet essential requirement of the course has not been completed for reasons

Plagiarism and Academic Misconduct
You are expected at all times to do your own work. Copying content from other students or and submitting it as your own work is grounds for failing the class. The University Student Conduct Code (available at conduct.uoregon.edu) defines academic misconduct. Students are prohibited from committing or attempting to commit any act that constitutes academic misconduct. For example, students should not give or receive (or attempt to give or receive) unauthorized help on assignments or examinations without express permission from the instructor.

Students should properly acknowledge and document all sources of information (e.g. quotations, paraphrases, ideas) and use only the sources and resources authorized by the instructor. If there is any question about whether an act constitutes academic misconduct, it is the students’ obligation to clarify the question with the instructor before committing or attempting to commit the act. Additional information about a common form of academic misconduct, plagiarism, is available at: www.libweb.uoregon.edu/guides/plagiarism/students.

Documented Disabilities
Students who have a documented disability and anticipate needing accommodations in this course should make arrangements to see the instructor as soon as possible. They should also request that the Counselor for Students with Disabilities send a letter verifying the disability.

Inclusion Statement
It is the policy of the University of Oregon to support and value diversity. To do so requires that we:

- respect the dignity and essential worth of all individuals.
- promote a culture of respect throughout the University community.
- respect the privacy, property, and freedom of others.
- reject bigotry, discrimination, violence, or intimidation of any kind.
- practice personal and academic integrity and expect it from others.
- promote the diversity of opinions, ideas and backgrounds which is the lifeblood of the university.

Course content, class discussions, projects and activities, and assignments for this class rest on an assumption that human diversity is normative and is an appropriate focus of attention. The course requires and expects critical thinking about, and sensitivity to, the impact of diversity (culture, religion/faith, gender, ethnicity, race, socioeconomics, physical and cognitive ability, sexual orientation, gender identity or expression and other considerations) both in relation to the populations we serve, and in the classroom. Students are encouraged to develop and expand their respect for and understanding of diverse identities and experiences. If you believe you have been the target of or a witness to harassment, bias, or discrimination, you may report this (anonymously, if desired) to the Bias Response Team at http://bias.uoregon.edu or brt@uoregon.edu
Sexual Violence, Harassment and Survivor Support

The UO is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic and dating violence and gender-based stalking. If you (or someone you know) has experienced or experiences gender-based violence (intimate partner violence, attempted to completed sexual assault, harassment, coercion, stalking, etc.), know that you are **not alone**. UO has staff members trained to support survivors in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with legal protective orders, and more.

Please be aware that all UO employees are required reporters. This means that if you tell me about a situation, I may have to report the information to my supervisor or the Office of Affirmative Action and Equal Opportunity. Although I have to report the situation, you will still have options about how your case will be handled, including whether or not you wish to pursue a formal complaint. Our goal is to make sure you are aware of the range of options available to you and have access to the resources you need.

If you wish to speak to someone confidentially, you can call 541-346-SAFE, UO’s 24-hour hotline, to be connected to a confidential counselor to discuss your options. You can also visit the SAFE website at safe.uoregon.edu.

**Grade Composition**

<table>
<thead>
<tr>
<th>Class Participation</th>
<th>10%</th>
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<tbody>
<tr>
<td>Homework Assignments</td>
<td>Three at (10%) each</td>
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<tr>
<td>1) Should you start a nonprofit?</td>
<td>10%</td>
</tr>
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<td>2) Communications Plan</td>
<td>10%</td>
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<tr>
<td>3) Advocacy Memo</td>
<td>10%</td>
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<tr>
<td>Midterm Exam</td>
<td>In Class, Short essays</td>
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<tr>
<td>Final Paper</td>
<td>Abstract due week 5 (5%), Final Product (30%)</td>
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**Grade Distribution**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>94-100%</td>
</tr>
<tr>
<td>A-</td>
<td>90-93.99%</td>
</tr>
<tr>
<td>B+</td>
<td>86-89.99%</td>
</tr>
<tr>
<td>B</td>
<td>84-85.99%</td>
</tr>
<tr>
<td>B-</td>
<td>80-83.99%</td>
</tr>
<tr>
<td>C+</td>
<td>76-79.99%</td>
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<tr>
<td>C</td>
<td>74-75.99%</td>
</tr>
<tr>
<td>C-</td>
<td>70-73.99%</td>
</tr>
<tr>
<td>D+</td>
<td>66-69.99%</td>
</tr>
<tr>
<td>D</td>
<td>64-65.99%</td>
</tr>
<tr>
<td>D-</td>
<td>60-63.99%</td>
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<tr>
<td>F</td>
<td>Under 60%</td>
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Homework Assignments:
Homework assignments should be 2-3 pages (double or single-spaced) memo answering the questions posed in the prompt on Canvas. Students should, at a minimum, draw from the assigned readings and class discussions in responding to the assignment prompt. Personal experiences can also be included. Cite your sources using either footnotes/endnotes or APA-style formatting. You should upload your response by the due date and time on Canvas. Late assignments will penalized at 5% per day.

Midterm Exam:
The midterm exam will be held in-class and consist of short answer essays and/or multiple choice questions, and may include all lecture material, readings and discussions up to the point of the midterm. Midterms will not be given early under any circumstances. A make-up exam will be scheduled for students who miss the regularly scheduled final exam due to serious illness or family emergency only.

Nonprofit Analysis Report
Your course/term paper will consist of an analysis of an existing nonprofit organization. The nonprofit analysis consists of two parts:

1) Abstract
   You must select the organization you will be analyzing and submit an abstract by the 4th week of class (worth 5% of your total grade), in order to have it approved by the instructor. I will review the abstracts and give feedback. I'm happy to review outlines before they are due as well.
   
   Abstract should include (1 sentence each on the following):
   - Name of organization
   - 501c-status
   - Mission of organization

2) Final Analysis Report
   
   The final analysis should be focus on one nonprofit organization that is active in Eugene or elsewhere. The final paper should be approximately 10 pages long, double-spaced using 12 point font and 1-inch margins, not including your bibliography or appended materials (pictures, graphs, charts, etc.). References throughout should be properly cited using either Footnotes/endnotes, or APA author-date formatting. I expect you to draw from course materials in your analysis, as well as at least 4-6 outside sources.
   
   I expect that in order to adequately research an organization, you will need to rely on more than the organization’s website(s). Research should include secondary source material (news articles, etc.) and/or an interview with staff or volunteers in the organization. These sources should also be cited in your final paper.
   
   If you would like to receive feedback on a draft of your final paper, you are encouraged to submit your draft to the instructor two weeks before the due date by email. I will take up to one week to review and provide comments and return it to you. No draft papers will be accepted later than two weeks before the final due date.
   
   All papers should include:
   - Name, mission and brief history of organization
   - Primary activities and tactics
   - Organizational structure and governance
   - Brief financial analysis, including revenue, revenue sources and leading expenses for the last three years (Form 990s)
SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis
Recommendations flowing from your SWOT analysis
Conclusion

Explanation of Grading System
These are the general expectations for all written assignments in this class.

• C+ and Lower (below 80)
  • Unacceptable work for professionals or upper level undergraduate/graduate courses
  • Factual errors or calculation errors
  • Poorly written (misspellings, typos, poor grammar, poor sentence structure, poor organization)
  • Graphics poor (inaccurate tables, poor titles, no data sources)

• B- (81-83)
  • Below acceptable standards for professionals
  • Minor errors of fact or calculation
  • Poorly constructed text or organization, unclear graphics
  • Rushed or lack of attention to overall product

• B (84-86)
  • Meets minimal professional standards
  • Factually and technically correct
  • Clear message to readers
  • May lack precision in language and presentation of data

• B+ (87-90)
  • Solid professional work
  • Factually and technically correct
  • Excellent tables and graphics
  • Falls short in some areas (content, structure, writing proficiency)

• A- (91-93)
  • High quality professional work
  • Technically, methodologically, and factually 100% accurate
  • Fall short of highest quality work in organization, flow of text or presentation
  • Clearly conveys conclusions to audience

• A (94-99)
  • Highest quality work
  • Technically, methodologically, and factually 100% accurate
  • Efficient language and graphics presented with emphasis
  • Easy to navigate and follow, concise and well-constructed writing
  • Clear about main points and evidence provided to support these points
  • All graphics are clear and titled, sources, labeled
Tentative Schedule of Lectures and Readings
(Subject to Change; Any Changes Will Be Communicated by Email and Added to Canvas)

Week 1 (September 28): Introductions and Intro to the Nonprofit Sector

Readings:

- Berman, Chapters 1-2
- Frumkin, Chapter 1

Week 2 (October 5): The Roles of Nonprofits, Establishing a Nonprofit

Readings:

- Frumkin Chapter 3-4
- Berman, Chapter 4
- Manzo and Espy. (2001) “Get Ready, Get Set: What You Need to Know Before Starting a Nonprofit”, Center for Nonprofit Management (Section 1 of this guide, On Canvas)

Homework #1 – Prompt on Canvas Due 11:59 Sunday, October 11 at 11:59pm

Week 3 (October 12): Governance, Structure and Board/Staff Relationships

Readings:

- Berman, Chapters 5-7

Week 4 (October 19):

No Class This Week due to Portland/Salem Day.

Due: Final Paper Abstract, uploaded to Canvas by 11:59 Sunday, October 25

Week 5 (October 26): Performance, Accountability and Ethics

Readings:

- Berman, Chapters 8-9, 11
• Case: Scott, Esther (2002). Standards for Child Sponsorship Agencies (A), Kennedy School of Government, Case C16-02-1664.0 (purchase for in HPB coursepack at https://cb.hbsp.harvard.edu/cbmp/access/3825251 )

**Week 6 (November 2): Midterm and Marketing and Communications**

**MIDTERM FIRST HALF OF CLASS**

Readings:


Homework #2

**Question:** You will find the prompt on Canvas. **Due Sunday, November 8 at 11:59 uploaded to Canvas.**

**Week 7 (November 9): Nonprofit Resources (Finances, Staff and Volunteers)**

Readings:

• Berman chapter 13

**Week 8 (November 16): Civic Engagement and Advocacy**

Readings:

• Frumkin Chapter 6, and re-read Chapter 2 (skimmed in week 2)
Homework #3 – Prompt on Canvas. Due, Sunday, November 22 at 11:59pm.

**Week 9 (November 23): Social Entrepreneurship and Social Enterprises**

Readings:

- Frumkin Chapter 5

**Week 10 (November 30): The Future of the Nonprofit Sector**

Readings:


**FINAL Paper Due at 2:45 pm Monday, December 7. Uploaded to Canvas.**