

Leadership and Nonprofit Management
PLSC 605 (CRN 17271)
T 6:00pm-8:40pm
Pray Harrold 421
Fall 2017

Professor: Tucker Staley
Office: Pray Harrold 601P
Phone: 734.487.1460
E-mail: tstaley2@emich.edu
Office Hours: T/R 1:15 pm-3:15 pm, Wed 10:00 am-12:00 pm
and by appointment.

Note: I have more than one office on campus. It is always best to let me know if you are planning on coming by for office hours. On occasion we may meet in a different office than listed above, especially if doing so by appointment outside of my scheduled office hours. I will also be available before and after our scheduled meeting time.

Course Description:

This course is designed to expand your understanding of the history, function, size, scope, development, and management of the nonprofit sector. In doing so we will examine what nonprofits do, why they exist and their role in society, legal aspects, leadership, planning, finances/fund-raising, advocacy and government relations, partnerships, and accountability. While the majority of this course is focused on principals for domestic nonprofit organizations, we will spend time talking directly about nongovernmental organizations in the global context as well. This is a survey course covering the major components of nonprofit management and leadership. Each week's discussion could easily be expanded into a full term's worth of information. Courses covering more specific topics (i.e. fundraising, human resources, etc) are offered on a revolving basis.

Objectives:

- Gain an understanding of the uniqueness of the nonprofit sector compared to the both the public and private sectors.
- Gain an understanding of the historical and philosophical roots and evolution of the nonprofit sector both in the United States and globally.
- Gain an understanding of the leadership roles (and legal responsibilities) of nonprofit boards and executive management.
- Gain an understanding of the major management areas of nonprofit organizations.
- Gain an understanding of how and why nonprofit organizations interact with local, state, and national governments.

This course is designed to cover both theory and practice.

General Guidelines:

I both encourage and expect you to actively engage in this course. This includes reading the required materials before class, coming with questions, and being prepared to discuss the topics being covered in each class period. You are expected to attend all course meetings. If for some reason you will not be

able to attend you must let me know in advance. You are allowed two absences without penalty. More than two absences will require us to have a one-on-one conversation. Excessive absence may result in failure and/or being dropped from the course.

Required Texts:

Michael Worth. *Nonprofit Management: Principals and Practice*, (4th)

Peter Brinkerhoff. *Mission Based Management: Leading Your Not-for-Profit in the 21st Century*, (3rd)

Additional weekly readings on Canvas.

Grades:

Your grade for this course will be determined based on two exams, in-class reading presentations, and a final not-for-profit portfolio project. Points will be earned as follows:

Exams	200 (2 @ 100 points each)
Portfolio	300
Portfolio Presentation	50
Portfolio Check-points	100 (5 @ 20 points each)
Readings Presentations	150
<hr/>	
TOTAL	800

Your grade will be determined on a percentage based grading scale:

A 94-100	A- 90-93	B+ 87-89
B 84-86	B- 80-83	C+ 77-79
C 74-76	C- 70-73	D+ 67-69
D 64-66	D- 60-63	F < 60

Please note, in general I do not round grades up. Also, be advised that a grade lower than a B- may result in a special consultation, advisement, and action. I reserve the right to raise or lower your grade based on individual determination of mastery of the subject.

IMPORTANT DATES

Exam Dates: Exam 1: October 24
Exam 2: December 19

Portfolio Dates: Peer/Benchmark Organizations: Oct 3
Name, Description, Mission Statement: Oct 10
Michigan Governance Laws: Oct 17
Description of Programming and Staffing: Nov 14
Fundraising Plan and Budget: Nov 28
Final Portfolio: Dec 12

While you may chose to work in two-person teams for the final portfolio project, each individual student is responsible for completing each check-in assignment individually. Details available on Canvas.

Make-up Examinations, Late Papers, Etc

In general, a missed examination may not be made up. I may provide exceptions for those with acceptable written excuses from a university administrator, healthcare professional, or member of the clergy. Papers are expected to be turned in on time and follow the assignment guidelines. Late assignments will be penalized 5% per day including weekends and holidays.

Canvas

I will place the syllabus and my contact information on our course's Canvas site. You will find additional readings for the course posted on this site as well. As the semester progresses, I may also include additional relevant material. You may also use Canvas to access your scores for graded work.

Cellphones, Laptops, Etc

You are welcome to bring your laptops to class, however they are to be used only for taking notes and for helping inform classroom discussion. For the most part I should never see your cellphone once the class period has begun. In the case of a personal emergency please step out of the classroom. Texting and other cellphone communication is a form of conversation, and conversations should be kept within the classroom and on topic.

ADA

Eastern Michigan University adheres to the requirements of the Americans with Disabilities Act. If you need an accommodation under this Act due to a disability, please contact the EMU Disability Resource Center, 734-487-2470, email at drc@emich.edu, or visit <http://www.emich.edu/drc/>. **Additionally, please meet with me personally to discuss any accommodations you may require.** Most accommodations require we come up with an acceptable plan-of-action which best suits your needs.

Building Emergency Plan

Build Emergency Plans (BEP) for the building in which this class is held will be discussed during the first week of this course. BEP documents for most buildings on campus are available at http://www.emich.edu/publicsafety/emo/emergency_plans/building/index.php/. Every student should be familiar with emergency procedures for any campus building in which he/she spends time for classes or other purposes.

Student Handbook

In addition to the articulated instructor course specific policies and expectations, students are responsible for understanding all applicable University guidelines, policies, and procedures. The EMU Student Handbook is the primary resource provided to students to ensure that they have access to all university policies, support resources, and student's rights and responsibilities. Changes may be made to the EMU Student Handbook whenever necessary, and shall be effective immediately, and/or as of the date on which a policy is formally adopted, and/or on the date specified in the amendment. Please note: Electing not to access the link provided below does not absolve a student of responsibility. For questions about any university policy, procedure, practice, or resource, please contact the Office of the Ombuds: 248 Student Center, 734.487.0074, emu_ombuds@emich.edu, or visit the website: <http://www.emich.edu/ombuds>.

Student Handbook Link: <https://www.emich.edu/studenthandbook/index.php>

Graduate School Policies: <http://www.emich.edu/graduate/policies/index.php>

Title IX Disclosure

If a student discloses an act of sexual harassment, discrimination, assault, or other sexual misconduct to a faculty member (as it relates to "student-on-student" or "employee-on-student"), the faculty member cannot maintain complete confidentiality and is required to report the act and may be required to reveal the names of the parties involved. Any allegations made by a student may or may not trigger an investigation. Each situation differs and the obligation to conduct an investigation will depend on those specific set of circumstances. The determination to conduct an investigation will be made by the Title IX Coordinator. For further information, please visit: <https://www.emich.edu/title-nine/>.

Evaluation

Student evaluations of a course and its professor are a crucial element in helping faculty achieve excellence in the classroom and the institution in demonstrating that students are gaining knowledge. Students may evaluate courses they are taking at the end of the semester when evaluation forms are distributed. These evaluations are anonymous and voluntary, but they are an important component for continuous improvement of your courses.

Course Schedule: (This is an outline and may change as the term progresses. Each week there may be additional readings and information found on Canvas. All students are responsible for reading the **bold** scheduled readings. Class members will be responsible for presenting the other readings to the class in addition to one additional article of their choosing (details available on Canvas). However, you are encouraged to read everything listed if possible to aid in discussion. All readings not found in the main text will be available on Canvas, however the full citations are provided for reference.)

Class Meeting	Topic	Readings	Assignment Due
Sept 12	Introduction to Nonprofit Organizations	Worth: Ch. 1 Brinkerhoff: Ch. 1, 2 <ul style="list-style-type: none"> • Look over “Quick Facts About Nonprofits” • McKeever, Brice. “The Nonprofit Sector in Brief 2015” • Independent Sector. “State Profile-Michigan” • Arnsberger, Paul, Melissa Ludlum, Margaret Riley, and Mark Stanton. “A History of the Tax-Exempt Sector.” 	
Sept 19	Why do we have them?	Worth: Ch. 2, 3 <ul style="list-style-type: none"> • Carnegie, Andrew. 1901. “The Gospel of Wealth,” The Gospel of Wealth and Other Timely Essays. • Salamon, Lester. 1987. “Of Market Failure, Voluntary Failure, and Third-Party Government,” Nonprofit and Voluntary Sector Quarterly 16(29): 29-49. • Putnam, Robert. 1995. “Bowling Alone,” Journal of Democracy 6(1): 65-78. • Young, Dennis. 2000. “Alternative Models of Government-Nonprofit Sector Relations,” Nonprofit and Voluntary Sector Quarterly 29(1): 149-172. 	
Sept 26	The International Context	<ul style="list-style-type: none"> • Werker, Eric and Faisal Ahmed. 2008. “What do Nongovernmental Organizations Do?” The Journal of Economic Perspectives 22(2): 73-92. • Casey, John. 2016. “Comparing Nonprofit Sectors Around the World,” Journal of Nonprofit and 	

		Education Leadership 6(3): 187-223.	
Oct 3	Mission: The Key to Success	Brinkerhoff: Ch. 3, 4 <ul style="list-style-type: none"> Minkoff, Debra C., and Walter W. Powell. 2006. "Nonprofit mission: Constancy, responsiveness, or deflection." The nonprofit sector: A Research Handbook, 2. Brown, William and Carlton Yoshioka. "Mission Attachment and Satisfaction as Factors in Employee Retention," Nonprofit Management and Leadership 14(1): 5-18. 	Provide 3 Peer Organizations
Oct 10	Leadership: Boards and Directors	Worth: Ch. 4, 5 Brinkerhoff: Ch. 6, 7 <ul style="list-style-type: none"> Mulligan, Lumen. 2007. "What's Good for the Goose is Not Good for the Gander," Michigan Law Review 105. Brown, William. 2005. "Exploring the Association Between Board and Organizational Performance in Nonprofit Organizations," Nonprofit Management and Leadership 15(3): 317-339. 	Name, Description, Mission Statement
Oct 17	Accountability and Transparency	Worth: Ch. 6 Brinkerhoff: Ch. 5 <ul style="list-style-type: none"> Kim, Seok-Eun. 2005. "Balancing Competing Accountability Requirements," Public Performance and Management Review 29(2): 145-163. Saxton, Gregory and Chao Guo. 2011. "Accountability Online," Nonprofit and Voluntary Sector Quarterly 40(2): 270-295. 	Michigan Governance Laws
Oct 24	Mid-Term Exam		
Oct 31	Strategic Planning and Collaboration	Woth: Ch. 7, 8 Brinkerhoff: Ch. 12 <ul style="list-style-type: none"> Bryson, John. 2010. "The Future of Public and Nonprofit Strategic Planning in the United States," Public Administration Review 70(1). Milward, Brinton and Keith Provan. 2006. "A Manager's Guide to Choosing and Using Collaborative 	

		Networks,” IBM Center for the Business of Government.	
Nov 7	Managing Human Capital	Worth: Ch. 9 <ul style="list-style-type: none"> • Wilson, John and Marc Musick.. 1997. “Who Cares?” American Sociological Review: 694-713. • Brudney, Jeffrey and Lucas Meijs. 2009. “It Ain't Natural,” Nonprofit and Voluntary Sector Quarterly 38: 564. • Thomas, Roosevelt. 1990. “From Affirmative Action to Affirming Diversity,” Harvard Business Review 68(2): 107-117. 	
Nov 14	Marketing and Communication	Worth: Ch. 10 Brinkerhoff: Ch. 8, 10 <ul style="list-style-type: none"> • TBD 	Programming and Staffing
Nov 21	Money: How to Get It	Worth: Ch. 13, 14, 15 Brinkerhoff: Ch. 11 <ul style="list-style-type: none"> • Pratt, Jon. 2004. “Analyzing the Dynamics of Funding,” Nonprofit Quarterly: 8-13. • Foster, William, Peter Kim, and Barbara Christiansen. 2009. “Ten Nonprofit Funding Models,” Stanford Social Innovation Review 7(2):32-39. 	
Nov 28	Money: How to Manage It	Worth: Ch. 12 <ul style="list-style-type: none"> • Keating, Elizabeth and Peter Frumkin. 2007. “How to Assess Nonprofit Financial Performance,” NASAA Training. • TBD 	Fundraising Plan and Budget
Dec 5	Government Interaction	<ul style="list-style-type: none"> • Worth: Ch. 14 • Berry, Jeffrey. 2005. “Nonprofits and Civic Engagement,” <i>Public Administration Review</i> 65(5). 	
Dec 12	Portfolio Presentations		
Dec 19	Final Exam		