UC Davis Graduate School of Management

Syllabus

Management 298-3 Winter 2006 Management of Nonprofit Organizations
Faculty - Jane Hagedorn Tuesdays 6 pm to 9 pm OCM
Office hours 9 am - 5 pm By appointment 444-5900
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Course Description

This seminar course will focus on leadership issues unique to nonprofits from the perspectives of the volunteer Board of Directors and the staff chief executive officer.

Nonprofit organizations are growing rapidly but have only come under serious academic analysis in recent years. This trillion dollar nonprofit sector includes education, research, health care, art, culture, religion, communications, social welfare and services, advocacy, legal services, international assistance, foundations and mutual benefit professional and trade associations.

We will explore the unique leadership skills, organizational attributes, accountability and ethical demands of the nonprofit sector with primary emphasis on 501 c 3 nonprofits.

This seminar style class will be limited to 15 participants who will be expected to engage in active discussion and debate based on full preparation for each class.
**Class Objectives:**

Through course lectures, active group discussion, nonprofit organizational analysis, outside lecturers, written resources and prepared material, you should by the end of this course be able to:

1. Understand the unique role, management techniques and attributes of the nonprofit sector.

2. Understand the relationships, mutual dependencies, and unique differences between the nonprofit sector and the for profit and government worlds.

3. Understand the unique governance and leadership issues of volunteer and executive leaders.

4. Understand the criticality of mission, vision and strategic planning in nonprofit sector.

5. Understand the role of public policy and advocacy in nonprofits.

6. Understand the unique and demanding ethical and accountability responsibilities of the nonprofit sector.

**Course requirements**

Class Participation (60 % of course grade with 35% from class discussion and 25% based on written class preparations)

Active and full participation by each student will be required based on thorough knowledge of the case studies including both written summaries and engaged discussion. The required reading materials will be essential to the discussion as will the written analyses.

Field Case Study: (30 % of course grade)

Case studies will be conducted by teams of two students. Each team is asked to select a 501 c 3 nonprofit organization with a minimum annual budget of $100,000. and with a substantial local presence. Please do not select your own nonprofit if employed in the field. Review selection by Jan. 17th with instructor. Through multiple interviews with its chief executive officer or senior staff, the Board Chair or officer and at least one other volunteer and by reviewing the organization’s annual report, 990 IRS form, budget, minutes, materials and program of work seek to understand the following:
a. The internal and external environment of the nonprofit.

b. The degree to which those interviewed understand and are able to articulate the mission and financial base of the organization. Analyze the reality of mission and program integration from their viewpoints and from your own insights. Assess the leadership capabilities and attributes.

c. Understand the finances of the nonprofit with particular emphasis on analysis of the fiscal information and congruence with the 990 report and its actual work. Be able to comment on the long term trends and financial stability of the organization.

d. Report on the biggest challenges or key issues facing the organization and what the organization is doing to meet these challenges.

e. Define whether your nonprofit is a change agent and justify.

Prepare a 10 to 15 page summary of your experience with footnoted sources and submit by **February 21th**. Each team will conduct a 30 to 40 minute presentation of findings actively engaging the class in discussion. Presentations will be scheduled during the last three classes of the course.

**Summary Report** (10% of course grade)

Provide a maximum three page report no later than **March 14th** that addresses the following:

- **a. What are the most important learning experiences that resulted from the course?**
- **b. What case study was of interest to you and why?**
- **c. Describe the three most important qualities needed by a nonprofit CEO and a nonprofit Board President or Chair.**
- **d. Describe your personal theory of volunteerism and describe how you envision yourself being involved in nonprofits in the coming years.**
- **e. Do you agree with Dr. Herman’s conclusions?**
Reading Sources

1. **Required:**


   (N&D) Burt Nanus and Stephan M. Dobbs, *Leaders Who Make a Difference Essential Strategies for Meeting the Nonprofit Challenge*

2. **Required:** (CP) Class packet of case studies to be used in the class.

3. **Recommended readings:**

   Robert Putnam, *Bowling Alone The Collapse and Revival of American Community*

   Michael O’Neill, *Non Profit Nation A New Look at the Third America*

   Miriam M. Wood, Editor, *Nonprofit Boards and Leadership: Cases in Governance, Change and Board-Staff Dynamics*

   Frances Hasselbein, et.al., Ed., *The Leader of the Future*

   Herrington J. Bryce, *Financial and Strategic Management for Nonprofit Organizations*

   Robert D. Herman and Richard D. Heimovics, *Executive Leadership in Nonprofit Organizations: New Strategies for Shaping Executive-Board Dynamics*

   Peter F. Drucker, *Managing the Non-Profit Organization Practices and Principles*

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Jan. 10th, 2006  Introduction to the Nonprofit Sector  
(Class 1)

Required prereading:  H Jossey Bass Handbook  Chapters 1 through 5  
N& D Leaders Who Make a Difference Chap. 1 and 2

Case:  United Way of America (Class Packet)

Individual assignment:  Please bring to class a one page typed summary of the case study’s major issues and identify the significance of at least one issue as defined in the required reading.

Jan. 17th  Governance and Leadership: Role of Board of Directors  
(2)

Guest Speaker: Jan Stohr, Director of the Nonprofit Resource Center

Required prereadings:  H Jossey Bass Handbook Chap. 6  
N&D Leaders Chap. 3

Individual assignment:  Please bring to class a one page analysis of which Board responsibility you consider to be most important for effective leadership and justify, citing references from the readings.

Case:  United Way of America case continued

Team select nonprofit for field case study and review with professor.

Jan. 24th  Executive and Management Leadership: Role of CEO  
(3)

Required prereadings:  H Jossey Bass Handbook Chapters 7 and 11  
N&D Leaders Chapter 6

Individual assignment:  Please bring a one page description of what attributes you need to identify in your nonprofit case study to determine if its ceo is a change agent, citing references to the reading.

Case:  Girl Scouts of USA (Class Packet) Individual assignment:  Be prepared to present the internal and the external environment of this nonprofit at time of case study.
Jan. 31st **Critical Role of Mission and Vision in the Nonprofit Sector**

*(4)*

*Guest speaker: Ray Tretheway, Executive Director*
*Sacramento Tree Foundation and*
*Sacramento City Council Member*

Required prereadings: H Jossey Bass Handbook Chapters 8 and 14
N&D Leaders Chapters 4, 5, and 10

Cases: W. University of Bridgeport (Class Packet)
Tucson Discovery Museum (Class Packet)

Individual assignment: *Select one of these case studies and bring to class a one page summary of the key issues.*

Feb. 7th **Financial Management and Fiduciary Responsibility**

*(5)*

Guest speaker: Ken Dodge, CPA Managing Director

*John Waddell and Co. CPAs*

Required prereadings: H Jossey Bass Handbook Chapters 15 and 19

Team assignment: *Please bring to class the most recent audit and 990 of your selected nonprofit field case study with your team’s two page written analysis of the nonprofit’s 4 year financial trends and the functionalization of expenses presented in the 990 along with any substantive notes in the audit.*

Feb. 14th **Ethical Issues in Nonprofits**

*(6)*

*There is increasing concern and oversight involving ethical issues in all sectors of society including nonprofits. The premise that nonprofits should actively promote “moral management” will be explored.*

Cases: A selection from Ethics in Nonprofit Management by
USF’s Institute for Nonprofit Management (Class Packet)

Team assignment: *Please bring to class a two page analysis of an ethical issue faced in one of the case studies and how one team member would resolve it from point of view of CEO and the other team member as the Board leader.*
Required prereading: H Jossey Bass Handbook Chapter 9

Feb. 21th  Impact of Change and Crisis on Nonprofits: Focus on Symphonies

(7)

Guest Speaker: Ernie Lewis, MD, Retired Associate Dean School of Medicine
UC Davis, Past President Sacramento Symphony,
Fundraising Leadership for the Mondavi Center

Cases: The Sacramento Symphony Case, Dr. Lewis

Team assignment: Your team will have a chapter of the Oakland Symphony
 case study to analyze and be prepared to discuss and defend. The Oakland
 Symphony Case materials will be distributed a week ahead.

Required prereading: O’Neill’s Non Profit Nation Chap. 8 (Class Packet)

Field case study reports due.

Feb. 28th  Role of Public Policy and Advocacy in Nonprofits

(8)

Required prereadings: H Jossey Bass Handbook Chap. 10
N&D Leaders Chapter 8

Team assignment: Please bring to class a two page essay on whether you
think a nonprofit should be engaged in advocacy, cite the views in the
literature, and compare with the experience of the nonprofit you are
studying. Explain if team has diverging viewpoints.

Begin field case study presentations.

March 7th  Resource Development Both Financial and Volunteer

(9)

Required prereadings: H Jossey Bass Handbook Chapters 13,17,18
N&D Leaders Chapter 9

Continue field case study presentations.
March 14th  **Finish field case study presentations.**
(10)

  *Guest speaker: Kori Stephens, UCDGSM MBA June 1999  
  Director of Policy and Communications  
  American Lung Association of Sacramento Emigrant Trails*

Required prereadings: Leader to Leader “Invisible Side of Leadership” (Class Packet)  
N&D Leaders Chapter 11

**Summary reports due.**