

University of Washington

Daniel J. Evans School of Public Policy & Governance

Managing Nonprofit Organizations [PUBPOL 550]

Autumn Quarter, 2016-2017

Class Meets on Tuesdays, 1-3:50 PM, PAR 108

Professor: David Suarez

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Office hours: 1-3 Monday

Additional office hours available by appointment

Outline

Week 1 (October 3):	Introduction
Week 2 (October 10):	Governance
Week 3 (October 17):	Staff and Volunteers
Week 4 (October 24):	Advocacy
Week 5 (October 31):	Strategy and Planning
Week 6 (November 7):	Performance Assessment and Accountability
Week 7 (November 14):	Funding Models
Week 8 (November 21):	Marketing and Fundraising
Week 9 (November 28):	Social Enterprise
Week 10 (December 5):	Group Presentations

Course Requirements and Expectations

Reflection Papers

Students are required to write 2 reflection papers on the readings. Each paper is due by 6 PM on Sunday before a given class. Papers should be 2 pages long, single-spaced with 12-point font, commenting on the readings for the week. You may not write about prior weeks. The point is to have you think about the readings from the given week and apply them to the case before they are analyzed in class. To clarify, these reflection papers are **not** supposed to be summaries of the readings. You should have an argument with a thesis statement that you apply to the case, building on the “theory” readings for the given week. I will do my best to review your papers before the start of class and utilize them as a basis for discussion. Class discussions will analyze the cases with a particular focus on management issues and on strategies to remedy or address persistent concerns in the agency. You may write more than two papers and keep the highest grades. One reflection paper is due by week 5 (Strategy).

Course Paper: Writing A Case

A course paper is required of each student, but cases should be completed in groups of 4-5. The course paper should be about 20-25 pages long, double-spaced with 12-point font (excluding references, appendices, etc.). The paper should apply one or more concepts from the course readings to a topic, question, or issue relevant to the student’s own professional interests and learning objectives concerning nonprofits / NGOs.

Potential topics include:

- Confronting a leadership transition at a homeless services agency
- Coping with falling attendance at a museum
- Debating options for a fundraising plan for a HIV clinic
- Weighing strategies for improving poor agency performance
- Analyzing the obstacles and challenges to a nonprofit merger
- Developing a strategy for change in a nonprofit board
- Establishing a viable advocacy campaign for an agency serving refugees
- Tackling obstacles posed by government contracts
- Addressing cash flow problems by choosing how to alter the current funding model

The course paper must be based on first-hand evidence or “original” data – from interviews, personal observations, work experience, participation in volunteer activities, etc. The paper must make clear how and when the evidence or data was obtained. Alternatively, the paper may draw on interviews with people who work for a government agency (federal, state, or local) which contract with nonprofits, if that is your focus. In broad outline, the course paper should:

- Brief the reader on a challenging situation in the management of a nonprofit
- Describe the environmental and organizational conditions that contribute to the challenge
- Make clear the sources of information upon which the paper is built
- Place the challenge in an analytical context as developed in assigned cases for this course
- Sketch alternatives that might address the challenge
- Leave the decision unresolved (so that readers will have to make up their own minds)

In short, the course paper is not supposed to be an academic essay, literature review, or report based solely on library research (indeed library research should be quite limited). There is great flexibility on possible topics. Any student who has difficulty identifying an appropriate focus for the course paper should contact the instructor as early in the quarter as possible for suggestions about approaches and suitable topics. This paper is designed to be a group project with 4-5 students. If you have trouble finding a group on your own, you will be placed in a group based on fit and group size.

Course Paper Memos

A one page memo/prospectus for the course paper is due via Canvas on October 15 at 6 PM, the Sunday before our third class (on Staff and Volunteers). The prospectus must be solo-authored and include: a description of the topic and organization; the challenge to be discussed; sources of information/data for analysis; and potential obstacles to completion of the paper. I have provided a template for the first memo on Canvas. A 2-page memo / progress report on the course paper is due via Canvas on November 12 at 6 PM, the day before our seventh class (on Funding Models). I have provided a template for the second memo on Canvas; this memo can be completed as a group. The first memo will not be graded “officially” but the two memos count as 5% of your total grade. The implication is that both memos are important and required but they are not evaluated individually.

Course Paper Presentation

Groups are required to provide a brief overview of their group project on the last day of the course. I am hoping that we will end up with 6 groups of 5 students. Based on those numbers, you should plan a presentation of approximately 15 minutes. Each group should have a PowerPoint (or an alternative like Prezi) that achieves the following:

- Introduces the nonprofit

- Gives an overview of important information about the nonprofit (i.e. staff, board, finances)
- Clarifies the puzzle or decision that the reader of the case is expected to address.

Students are required to upload a copy of their presentation to Canvas by 6 PM on Sunday, December 3. Everyone in the group is expected to have some sort of speaking role.

The paper is due by lunch (12 PM) on Sunday, December 10.

Grading

Grades will be assigned as follows:

- Class participation: 10%
- Reflection Papers (2): 30%
- Course Paper Memos (2): 5%
- Course Paper Presentation: 15%
- Course Paper: 40%

Attendance in all classes is expected. Absences without prior discussion with the instructor will result in a substantially lower grade.

Grading Scale

A:	94-100
A-:	90-93.9
B+:	87-89.9
B:	84-86.9
B-:	80-83.9
C+:	77-79.9
C:	74-76.9
C-:	70-73.9
D+:	67-69.9
D:	64-66.9
D-:	60-63.9
F:	Below 60

Readings

1. Wolf, Thomas. (Any Year/Version). *Managing a Nonprofit Organization in the Twenty-First Century*. New York: Simon and Schuster.
2. PUBPOL 550 Course Pack – purchase through Harvard Business School at this link: <http://cb.hbsp.harvard.edu/cbmp/access/68537817>
3. Additional cases and materials are on Canvas

Academic Integrity

As a student in this course, you acknowledge that you are a member of a learning community in the Evans School of Public Affairs that is committed to the highest academic standards. As a member of this community, you agree to uphold the fundamental standards of honesty, respect and integrity, and you accept the responsibility to encourage others to adhere to these standards. If you are uncertain about

whether a particular action constitutes academic misconduct, please ask me or the teaching assistant for guidance *before* an assignment is due. You must write your own memos, not copy or paraphrase memos others have written. Plagiarized memos will receive a grade of 0. Group projects must also be original work done by the group.

Statement on Disabilities

The university will provide reasonable accommodation of academically qualified students with disabilities so those students can participate fully in the university's educational programs and activities. Any student requesting academic accommodation based on a disability is required to register with Disability Resources for Students (DRS). You can apply at this website: depts.washington.edu/uwdrs/ Please inform me of your accommodation so that I can prepare adequate resources for you.

Course Schedule

Introduction to Nonprofit Management (October 3)

Case:

Cohn Donnelly, Anne. 2012. "The Night Ministry: Facing the Loss of a Founder." *Kellogg School of Management Case KEL667*.

Readings:

Multiple Authors. 2016. *Northwest Nonprofit Capacity Report*. Seattle, WA: Philanthropy Northwest.

Durazo, Ana Clarissa Rojas. 2007. "'We Were Never Meant to Survive.': Fighting Violence Against Women and the Fourth World War." Pp. 113-128 in *The Revolution Will Not Be Funded: Beyond the Non-Profit Industrial Complex*, edited by INCITE! Women of Color Against Violence. Cambridge, MA: South End Press.

Suárez, David. 2010. "Street Credentials and Management Backgrounds: Careers of Nonprofit Executives in an Evolving Sector." *Nonprofit and Voluntary Sector Quarterly* 39(4): 696-716.

Millesen, Judith. 2014. "Thoughts on the Relevance of Nonprofit Management Curricula." *Nonprofit Quarterly*, July 23.

Governance (October 10)

Case:

Sontag, Deborah. 2001. "Who Brought Bernadine Healy Down?" *The New York Times Magazine*, December 23.

Readings:

Wolf, Thomas. *Managing a Nonprofit Organization*, chapter on "The Board."

Fisman, Raymond, Rakesh Khurana, and Edward Martenson. 2009. "Mission-Driven Governance," *Stanford Social Innovation Review* (Summer): 36-43.

Taylor, Barbara, Richard P. Chait, and Thomas P. Holland. 1996. "The New Work of the Nonprofit Board." *Harvard Business Review* 74(5): 36-46.

Nadler, David. 2004. "Building Better Boards." *Harvard Business Review* (May): 102-111.

BoardSource. 2015. *Leading With Intent*. Washington, D.C. BoardSource.

Staff and Volunteers (October 17)

Case:

Husock, Howard. 2003. "Starting Amachi: The Elements and Operation of a Volunteer-Based Social Program." *Kennedy School of Government Case C16-03-1710.0*

Readings:

Wolf, Thomas. *Managing a Nonprofit Organization*, chapters on "Assembling the Workforce" and "Personnel Policy."

Freeman, Jo. 2013 (1970). "The Tyranny of Structurelessness." *WSQ: Women's Study Quarterly* 41(3&4): 231-246.

Thomas-Breitfeld, Sean, and Frances Kunreuther. 2017. *Race to Lead: Confronting the Nonprofit Racial Leadership Gap*. New York: Building Movement Project.

Eisner, David, et. al. 2009. "The New Volunteer Workforce." *Stanford Social Innovation Review* (Winter): 32-37.

Saul, Stephanie. 2016. "Harvard Restrictions Could Reshape Exclusive Student Clubs." *The New York Times*, May 6.

Advocacy (October 24)

Case:

Goerzen, Anthony, and Luke Fiske. 2016. "United Way: Taking a Public Stance on a Controversial Issue." *Ivey Publishing W16214*.

Readings:

Avner, Marcia. 2010. "Advocacy, Lobbying, and Social Change." Pp. 347-374 in *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, edited by David Renz. San Francisco: Jossey-Bass.

Kivel, Paul. 2006. "Social Service or Social Change?" Unpublished article from www.paulkivel.com

Mai-Duc, Christine, and Javier Panzar. 2016. "'Thug,' 'Bully,' 'Satan': This L.A. Activist Has Never Shied From Controversy While Building an AIDS Political Powerhouse." *Los Angeles Times*, October 19.

Bolder Advocacy. 2016. *The Power of Board Advocacy: A Discussion Guide for Boards*. Available at www.standforyourmission.org

Patel, Julie. 2014. "Hobbled IRS Can't Stem 'Dark Money' Flow." *Center for Public Integrity*, July 15.

Strategy and Planning (October 31)

Case:

Sharen, Colleen, and Tess Widdifield. 2015. "Art Feeds: Scaling a Non-Profit Organization." Ivey Publishing W14851.

Readings:

Wolf, *Managing a Nonprofit Organization*, chapter on "Planning."

Worth, Michael. 2009. "Strategic Planning and Strategic Management." Pp. 166-188 in *Nonprofit Management*. Thousand Oaks: Sage Publications.

Martin, Roger. 2014. "The Big Lie of Strategic Planning." *Harvard Business Review* (January-February): 3-8.

Kamenetz, Anya. 2015. "Is Bigger Always Better? The Case for Starting Small With New Learning Ideas." *National Public Radio*, November 28.

Cole, Teju. 2012. "The White-Savior Industrial Complex." *The Atlantic*, March 21.

Hobbes, Michael. 2014. "Stop Trying to Save the World." *The New Republic*, November 17.

Performance Assessment and Accountability (November 7)

Case:

Hill, Linda, and Emily Stecker. 2006. Willa Seldon at Tides Center (A). *Harvard Business School Case 9-406-072*.

Readings:

Worth, Michael. 2009. "Accountability and Performance Measurement." Pp. 115-145 in *Nonprofit Management*. Thousand Oaks: Sage Publications.

Elliott, Justin, and Laura Sullivan. 2015. "How the Red Cross Raised Half a Billion Dollars for Haiti – and Built Six Homes." *Propublica*, June 3. Available online at: <https://www.propublica.org/article/how-the-red-cross-raised-half-a-billion-dollars-for-haiti-and-built-6-homes>

Benjamin, Lehn, and David C. Campbell. 2014. "Programs Aren't Everything." *Stanford Social Innovation Review* (Spring): 42-47.

Carrns, Ann. 2016. "Charity Navigator Tweaks its Rating System." *New York Times*, May 27.

White, Doug. 2016. "Charity Navigator Must Grow Up or Shut Down." *Chronicle of Philanthropy*, January 28.

Funding Models (November 14)

Case:

Copen, Brent. 2014. "Asian Americans for Community Involvement (AACI): A Strategic Inflection Point." *Berkeley-Haas Case Series* 5813.

Readings:

Wolf, *Managing a Nonprofit Organization*, chapters on "Financial Management" and "Financial Statements and Fiscal Procedures."

Goggins Gregory, Ann. 2009. "The Nonprofit Starvation Cycle." *Stanford Social Innovation Review* (Fall): 1-11.

Foster, William, et al. 2009. "Ten Nonprofit Funding Models." *Stanford Social Innovation Review* (Spring): 32-39.

Miller, Clara. 2005. "The Looking Glass World of Nonprofit Money: Managing in For-Profit's Shadow Universe." *Nonprofit Quarterly* 12(1). Available online at: <http://nonprofitfinancefund.org/files/docs/2010/NPQSpring05.pdf>

Thomas, Katie, and Reed Abelson. 2016. "Kidney Fund Seen Insisting on Donations, Contrary to Government Deal." *New York Times*, December 25.

Marketing and Fundraising (November 21)

Case:

Avery, Jill, and Jim Rosenberg. 2015. "Denver Museum of Nature & Science." *Harvard Business School Case* 9-315-081.

Readings:

Wolf, *Managing a Nonprofit Organization*, chapters on "Marketing" and "Fund Raising."

Bell, Jeanne, and Marla Cornelius. 2013. *Underdeveloped: A National Study of Challenges Facing Nonprofit Fundraising*. San Francisco: CompassPoint.

Boardsource. 2016. *Measuring Fundraising Effectiveness: Summary*. Washington, D.C.: Boardsource.

Eikenberry, Angela. 2009. "The Hidden Costs of Cause Marketing." *Stanford Social Innovation Review* (Summer): 51-55.

Smith, Rich. 2015. "The City Librarian Wants to Spend Almost \$2 Million on a Rebrand. Don't Let That Happen." *The Stranger*, October 14.

Social Enterprise (November 28)

Case:

Husock, Howard. 2005. "Upwardly Global: Building a Model for Assisting Immigrant Professionals." *Kennedy School of Government Case C16-05-1803.0*.

Readings:

Gelles, David. 2015. "Interest in Social Mission Gains Ground Among Small Companies." *The New York Times*, April 23.

Brakman Reiser, Dana, and Steven Dean. 2014. "Creative Financing for Social Enterprise." *Stanford Social Innovation Review* (Summer): 50-54.

Strom, Stephanie. 2011. "A Quest for Hybrid Companies that Profit, but Can Tap Charity." *New York Times*, October 12.

Kaplan, Robert, and Allan Grossman. 2010. "The Emerging Capital Market for Nonprofits." *Harvard Business Review* (October): 111-118.

Sabeti, Heerad. 2011. "The For Benefit Enterprise." *Harvard Business Review* (November): 3-7.

Group Presentations (December 5)

No readings

The paper is due by lunch (12 PM) on Sunday, December 11.