

MANAGEMENT AND GOVERNANCE of NONPROFIT ORGANIZATIONS
PA5101-01
Spring 2018
Thursday 5:45 p.m. - 8:30 p.m.
425-Blegan Hall

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The nonprofit sector in the United States is estimated to be well over 1 million organizations and growing. These organizations are an important part of society and are often important for the initiation and implementation of many government programs. Nonprofit organizations continually evolve through a lifecycle and are affected by their environment. A wide variety of trends and events require attention be given to the critical areas of nonprofit management and governance. Unique opportunities and challenges often face leaders/managers of nonprofit organizations – tensions between pursuing the nonprofit’s historical mission or responding to dynamic funding markets; the need to be autonomous and avoid mission drift while depending in large part on outside sources of financial support; and questions concerning who does the leading/ managing and who does the governing because of the part-time, volunteer nature of boards.

This course focuses on distinctive features of leading/managing and governing nonprofit organizations and draws on current theories, concepts, and real world examples to explore management changes. This 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 projects and discussions expand learners' management skills, analytical tools, and knowledge. Learners take the perspectives of nonprofit managers, volunteers, board members, policy makers, donors, and clients.

As much as possible, material and cases drawn from the international context of nonprofits (or nongovernmental) organizations are included throughout the course. Additionally, more current readings will be supplied throughout the semester.

Making generalizations about management in the nonprofit sector is difficult because the sector in the United States and elsewhere contains so many different types of “industries” and organizations. We will be sensitive to many of these differences through the use of examples drawn from a variety of industries (including the performing arts, health, and human services, and international development and from nonprofits that are large as well as those that are small and grassroots in origin and purpose).

Course Learning Objectives

1. Develop an understanding of the nonprofit sector and explore its current and potential impact on society in the United States and globally.
2. Question and analyze governance and management strategies considering call for accountability, transparency, effectiveness and impact.
3. Be conversant in some of the most important current issues facing nonprofit organizations in the United States and around the globe.
4. Enhance management skills through memo writing, opinion writing, presentations, team discussions, case analysis, issues framing and analysis.

Learning Approach

1. We will address these objectives through a mix of readings, class discussions, lecture-discussion sessions, case analysis, and presentations (as possible) from the local nonprofit community.
2. The teaching method is based on an active learning model.
3. This approach requires that students prepare by reading the substantive course readings and cases and come ready to engage in lively conversation about the materials.
4. Class sessions *will not* be used to summarize the readings but rather will provide the larger systemic context, integrate the materials, offer additional insights and encourage direct application.
5. *Any student who finds it difficult for any reason to engage in full class participation should contact me as soon as possible so we can discuss accommodations necessary to ensure participation and optimum learning.*

Required Texts and Materials

1. Tschirhart, M. and Bielefeld, W. 2012. Managing Nonprofit Organizations. San Francisco, CA: Jossey-Bass Publishers. Online version of the textbook is available from Wilson Library
2. Other readings:
 - May be links listed in this syllabus
 - May be listed on Moodle
 - May be distributed in class

Course Requirements

1. A student must complete all written assignments (see below), attend class and participate in class discussions to receive a grade in this course.
2. **Regular class attendance** is essential, and ***the student's final grade will be affected if they miss more than two (2) classes.*** Please speak with me if you must miss a class for professional or personal reasons.
3. **Participate in classroom activities.** This includes preparing for class sessions, contributing to discussions and engaging in case analysis and other exercises.

Assignments Portfolio

1. Students come into this class with many different personal learning objectives.
2. In order to better align the course with these varied objectives, I am providing students with the opportunity to construct their own individual “portfolio” of assignments, depending on what kinds of skills and knowledge each student wants to emphasize.
3. Students will complete a total of four assignments throughout the term of the course.

4. One assignment must be a management memo (see week 9).
5. The other three assignments are your choice within the following parameters:

<i>Course Section</i>	<i>Required</i>	<i>Optional</i>
1. The roles of nonprofits in society	Country profile OR Reflective essay on “the role of nonprofit organizations in society.”	Op Ed piece*
2. Strategic management	Management Memo – see week 9	One additional management memo OR Op Ed piece
3. New ideas and current issues	Analytical book review OR Assessment of MCN’s <i>Principles and Practices</i>	Op Ed piece

6. Students are strongly encouraged to write one OP Ed piece during the semester, but only one is allowed.

Memos

- The memos are based on management cases where a leader is facing a changing situation and must make important decisions.
- Each assignment asks students to:
 1. Analyze the situation
 2. Use course concepts, readings and discussions
 3. Develop feasible recommendations for actions
- Each memo assignment consists of:
 1. A 1- page, single spaced memo to an actual person
 2. And a 1-2 page “logic memo to me that:
 - Summarizes your analytical thinking
 - Demonstrates your use of the course concepts
- 4. These memos are designed to help you master the communications of complex information within space constraints.

Country Profiles

- To expand your knowledge of the nonprofit sector in the non-US context, you may choose another country to research in terms of:

1. The history of its nonprofit sector
 2. Legal status
 3. Size
 4. Scope
 5. Challenges facing its nonprofit sector.
- These profiles must draw on:
 1. Course readings to date as appropriate
 2. Specific information and data
 - The assignment requires;
 1. A 2-page, single space summary of the profile

Reflective Essay

- This essay should be integrative across the topics discussed during this first section of the course.
- The essay may include thoughts about questions such as:
 1. How this role has changed over time (for the United States)?
 2. What important challenges face the sector now and in the future?
 3. What is and what is not distinctive or unique about the sector?
 4. How do we understand the question of “role in society” if we compare the nonprofit sector across different country contexts?
- The essay should be 2 pages, single spaced in length

Assessing MCN’s Principles and Practices (or another of your choosing)

- Use the most recently revised version of Principles and Practices for Nonprofit Excellence.
- This assignment, as an integrative project, asks you to make an overall assessment of both the principles and practices described, including:
 1. An analysis of its strengths, weaknesses, gaps, values statements, and so forth
 2. Plan to focus your analysis only on only a few Principles.
 3. Include recommendations for changes to those Principles and Practices you focused on and/or inclusion of additional Principles and Practices that reflect important trends or issues facing Minnesota nonprofit organizations.
 4. You must use course concepts to back up your analysis.
 5. This assessment is to be 2-3 pages, single-spaced in length.

Book Review

- If you choose to do a book review, it must relate to the topics covered in this course
- Please choose the book by Week 12 and let me know your selection.
- I have provided suggested titles at the end of this syllabus.
- If you choose a book that is not on the list, please gain my prior approval.
- Your book review should analyze:
 1. The purpose of the book
 2. The book’s central messages
 3. The targeted audience for the book.
 4. What you found to be its strengths and weaknesses, given what you have learned in the course.
 5. Your personal take-aways from the book.
- You must use course concepts to back up your analysis.
- The book review is to be 2-3 pages, single space in length.

Op Ed Piece

- Choose a timely topic/issue confronting the nonprofit sector (either locally, nationally, or internationally).
- The Op Ed piece should summarize:
 1. The core issue and what the debate or controversy is.
 2. What is known about the issue from research.
- The piece should offer a reasoned argument (also backed up by research) that advocates your point of view about the issue or controversy).
- You must use course concepts to develop your argument.
- The piece should be 1 page, single spaced in length.

Grading

- Course grades will be assessed by student performance on assignments and weighted as described below. **Remember there are four assignments due.**

1. Classroom Participation	20%
2. Required Memo	20%
3. Other Memos	20%
4. Country profile	20%
5. Reflective essay	20%
6. Op Ed piece	20%
7. Assessment of Principles and Practices	20%
8. Book Review	20%

- **Assignments submitted after the due date will be penalized 5 points for each 24-hour period that it is late**
- ***Incompletes*** are strongly discouraged, rarely given, and only granted after a student and I have mutually agreed upon a timetable for completion of all course work.
- No ***extra credit*** is allowed.
- I will give students who receive a grade of lower than 78 on a written assignment a **re-write option**. I will re-grade the new written assignment up to a maximum grade of 78.

Disability Services

- It is the University's policy to provide, on a flexible and individualized basis, reasonable accommodations to students who have documented disability conditions (for example, physical, learning, psychiatric, vision, hearing, or systemic) that may affect their ability to participate in course activities or to meet course requirements.
- Students with disabilities are encouraged to contact Disability Services and their instructors to discuss their individual needs for accommodations. Disability Services is located in Suite 180, McNamara Alumni Center, and 200 Oak Street. Staff can be reached by calling 612/626/1333 voice to TTY. Additional information is available at <http://www.ds.umn.edu>

Mental Health

- As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol or drug problems, concerns or stressful events may lead to diminished academic performance or reduce a student's ability to

participate in daily activities. University of Minnesota services are available to assist you with addressing these and other concerns you may be experience.

- You can learn more about the broad range of confidential mental health services available on campus via the Student Mental Health web site at <http://www.mentalhealth.umn.edu>

MANAGEMENT AND GOVERNANCE OF NONPROFIT ORGANIZATIONS

Public Affairs 5101-01

Spring 2018

Thursday 5:45 p.m. - 8:30 p.m.

425-Blegan Hall

COURSE SCHEDULE

Please note that this schedule is flexible and we may move ahead with topics or stay on a topic for a longer period of time. Keep reading according to the syllabus and turn in assignments as scheduled.

WEEK 1:

1/18/18

TOPIC(S):

INTRODUCTION

Class member introduction

Course introduction

Syllabus review

What do we know?

What do we want to know?

Background to the course and the sector

ACTIVITIES:

1. Class discussions

ASSIGNMENTS:

1. Written background on self - place in personal folder
 2. Consider keeping a "Management Journal" during the semester.
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SECTION 1. THE ROLE(S) OF NONPROFITS IN SOCIETY

WEEK 2:

1/25/18

TOPIC(S):

THE DISTINCTIVE CHALLENGE

How unique is the nonprofit sector?

Legal basics

Scale and scope of United States nonprofits

TEXT READINGS:

1. Managing Nonprofit Organizations (MNO): Chapters 1, 3 and 4

ADDITIONAL READINGS:

1. <https://www.councilofnonprofits.org/sites/default/files/documents/2017-Fast-Facts-About-the-Nonprofit-Sector.pdf>
<https://www.urban.org/research/publication/nonprofit-sector-brief-2015-public-charities-giving-and-volunteering>
2. http://www.minnesotanonprofits.org/nonprofit-resources/about-the-nonprofit-sector/2016_NPER_UPDATE.pdf
3. http://ccss.jhu.edu/wp-content/uploads/downloads/2012/12/What-Do-Nonprofits-Stand-For_JHUCCSS_12.2012.pdf
4. <https://www.gdrc.org/ngo/peter-willets.html>

ACTIVITIES:

1. Lecture- class discussion

ASSIGNMENTS:

1. None
-

WEEK 3:

2/1/18

TOPIC (S):**HISTORICAL PERSPECTIVES AND THEORIES OF THE SECTOR****TEXT READINGS:**

1. None

ADDITIONAL READINGS:

1. A History of the Tax-Exempt Sector: An SOI Perspective <http://www.irs.gov/pub/irs-soi/tehistory.pdf>
2. Why Has the Number of International Non-Governmental Organizations Exploded since 1960? <https://escholarship.org/uc/item/97p470sx>
3. NGOs: A Long and Turbulent History. (2013) *The Global Journal*. <http://www.theglobaljournal.net/article/view/981/>
4. Hall, Peter D. (2016) "Historical perspectives on nonprofit organizations in the US". In *The Jossey -Bass handbook of Leadership and Management* (Renz & Associates, eds.), San Francisco, CA. <https://sites.hks.harvard.edu/fs/phall/Herman-CH1.pdf>
5. Dollery, Brian and Wallish. (2002) Economic Theories of the Voluntary Sector: a survey of Government Failure and Market Failure. *University of Otago Economics Discussion Papers* <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.516.5142&rep=rep1&type=pdf>
6. Clemens, Elisabeth. (2006) "The constitution of Citizens: Political Theories of the Nonprofit Sector" in *The Nonprofit Sector: A research Handbook 2nd Ed.* Yale University Press: New Haven CT

ACTIVITIES:

1. Lecture- class discussion session

ASSIGNMENTS:

1. None

WEEK 4:
2/8/18

TOPIC:
THE IMPORTANCE OF CONTEXT

Understanding how the environment influences and is influenced by nonprofits

TEXT READINGS:

1. None

ADDITIONAL READINGS:

1. Bryson, John, 2004, "What to do when stakeholders matter"
http://archive.hhh.umn.edu/people/jmbryson/pdf/stakeholder_identification_analysis_techniques.pdf
2. Kindornay, Shannon, James Ron & Charli Carpenter, 2012. 'Rights-Based Approaches to Development: Implications for NGOs.' Human Rights Quarterly, Volume 34 (2): 472-506.
<https://jamesron.com/documents/scholarly-2012-rights-based.pdf>

ACTIVITIES:

1. Lecture- class discussion session
2. Review Case: The Right to be Human: the Dilemmas of Rights-Based Programming at Care-Bangladesh" (A) and (B)

https://hallway.evans.washington.edu/system/files/bangladesh_a.pdf
https://hallway.evans.washington.edu/system/files/bangladesh_b.pdf

Come to class prepared to address the following questions:

- What was the overarching social and political context in which SHAKTI operated?
- Who were the major stakeholders in the case?
- How did Enamul and CARE – Bangladesh's views differ regarding each stakeholder?
- What options were available to Enamul at the end of the (A) case?
- What is your assessment of these?
- Which should he pursue?
- At the end of the (B) case, what is your assessment of the overall success or failures of Enamul and SHAKTI's endeavors?
- Did they change CARE? How?

ASSIGNMENTS:

1. None
-

WEEK 5:
2/15/18 Assignment #1 is Due : Reflective Essay or Country Profile

TOPIC:
The Ethics and Accountability Challenge
Self- Regulation and the Nonprofit Sector

TEXT READINGS:

1. MNO: Chapter 2

ADDITIONAL READINGS:

1. Rhode, Deborah L. & Packel, Amanda K. (2009) *Ethics and Nonprofits*, Stanford Social Innovation review, Summer. https://ssir.org/articles/entry/ethics_and_nonprofits
2. Ebrahim, Alnoor. *The Many Faces of Nonprofit Accountability*. 2010. Harvard Business School <http://www.hbs.edu/faculty/Publication%20Files/10-069.pdf>
3. Principles for Good Governance and Ethical Practices. (2015) Independent Sector <https://www.independentsector.org/wp-content/uploads/2016/11/Principles2015-Web.pdf>
4. Woods, Boman. (2012) Nonprofit Accountability and Ethics: Rotting from the Head Down. Nonprofit Quarterly. <https://nonprofitquarterly.org/2012/10/26/nonprofit-accountability-and-ethics-rotting-from-the-head-down/>
5. Checklist for Accountability. (2018) Independent Sector. <https://www.independentsector.org/wp-content/uploads/2018/01/Accountability-Checklist-v2-1-2-18.pdf>
6. Minnesota Council on Nonprofits' Principles and Practices for Nonprofit Excellence, <http://www.minnesotanonprofits.org/PrinciplesPractices.pdf>
7. Minnesota Council of Foundations' Principles for Grantmakers & Practice Options for Philanthropic Organizations https://mcf.org/sites/default/files/files/pages/principles_1_.pdf
8. Charities Review Council's Accountability Wizard, <https://smartgivers.org/wp-content/uploads/2016/12/Accountability-Standards-2014.pdf>
9. Better Business Bureau Wise Giving Alliance Standards for Charity Accountability, <https://www.bbb.org/us/storage/0/Shared%20Documents/Standards%20for%20Charity%20Accountability.pdf>
10. Charity Governance Code. <https://www.charitygovernancecode.org/en>

ACTIVITIES:

1. Lecture- class discussion session
2. Brief case studies of ethical conflicts in fundraising
3. Comparing and contrasting principles, standards/criteria

4.

ASSIGNMENTS:

1. Assignment #1 is due: Reflective Essay or Country Profile

SECTION 2. STRATEGIC MANAGEMENT FOR NONPROFIT ORGANIZATIONS

WEEK 6:

2/22/18

TOPIC:

STRATEGIC THINKING; STRATEGIC PLANNING

TEXT READINGS:

1. MNO: Chapter 5

ADDITIONAL READINGS:

1. Clark, William (2012) Introducing Strategic Thinking into a Non-profit Organization to Develop Alternative Income Streams. *Journal of Practical Consulting*.
<https://pdfs.semanticscholar.org/0c43/154fa38143aa078a8b1513ef02ecf3afcd53.pdf>
2. Strategic Thinking. (no date) University of Florida. Training and Organizational Development.
http://training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/strategic_thinking.pdf
3. Shore, B., D. Hammond & A. Celep (2013) “When good is not good enough.” *Stanford Social Innovation Review*. Winter, pp 40-47.
https://ssir.org/articles/entry/when_good_is_not_good_enough
4. Brown, w., (2015) “Analyzing operating domains, in Strategic Management in Nonprofit Organizations. Burlington, MA: Jones & Bartlett Learning, pp 169-183.
<https://books.google.com/books?id=q6YdAwAAQBAJ&pg=PA169&lpg=PA169&dq=bROW,+aNALYZING+OPERATING+DOMAINS&source=bl&ots=WVLhFS7KLP&sig=1d2x7m5wCB2fa9G6-WNLYGpn2cg&hl=en&sa=X&ved=0ahUKEwjngbf7iNvYAhWoS98KHb93DGIQ6AEIJzAA#v=onepage&q=bROW%2C%20aNALYZING%20OPERATING%20DOMAINS&f=false>
5. Boyden, Jacqueline and Waldman, (2012) *William Strategic Planning for Nonprofit and Non-Government Organizations*
https://socialwork.rutgers.edu/sites/default/files/brochure_4.pdf

ACTIVITIES:

1. Lecture – in class discussion sessions
2. Critic sample strategic plans

ASSIGNMENTS:

1. MWD will assign students to organizations for next week’s role play.
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WEEK 7:

3/1/18

TOPIC:

THE STRUCTURE OF RESOURCE ENVIRONMENTS

TEXT READINGS:

1. MNO: Chapter 7

ADDITIONAL READINGS:

1. Smith, Stephen. (2016) Managing the challenges of government contracts” in *Jossey-Bass Handbook*. Chapter 20
https://books.google.com/books?id=DiTTDAAAQBAJ&pg=PT804&lpg=PT804&dq=Stephen+Smith+management+the+challenges+of+government+contracts&source=bl&ots=1RjUHPK4gw&sig=aNqBBUDxMVSOLgXhMvekXXz4JDo&hl=en&sa=X&ved=0ahUKEwiL6ai1kNvYAhVOST8KHeK_DQoQ6AEIMzAC#v=onepage&q=Stephen%20Smith%20management%20the%20challenges%20of%20government%20contracts&f=false

ACTIVITIES:

1. Lecture – class discussion sessions

2. Look at the revenue portfolio of a nonprofit organization you are interested in.
 - a. Is it diversified?
 - b. What vulnerabilities, if any do you see related to dependence on funding sources?

ASSIGNMENTS

1. Case: *Government-Nonprofit Contracting*.
https://hallway.evans.washington.edu/system/files/contacting_a.pdf
 - a. Read the case
 - b. Come to class with draft sections of the contract for the Bridge or the County Mental Health Board, depending on which you were assigned to last week.
2. Prepare for required Memo assignment: An ethical dilemma at the Cumbrian Cultural Endowment Foundation (a) <https://hallway.evans.washington.edu/system/files/cef.pdf>
 - a. Read the case.
 - b. Craft the memo following the instructions within this syllabus.
 - i. The memos are based on management cases where a leader is facing a changing situation and must make important decisions.
 - ii. Analyze the situation
 - iii. Use course concepts, readings and discussions
 - iv. Develop feasible recommendations for actions
 - v. Each memo assignment consists of:
 - vi. A 1- page, single spaced memo to an actual person
 - vii. And a 1-2 page “logic memo to me that:
 1. Summarizes your analytical thinking
 2. Demonstrates your use of the course concepts
 3. These memos are designed to help you master the communications of complex information within space constraints.

WEEK 8: Assignment #2 Required memo is Due 3/8/18

TOPIC:

RESOURCE ENVIRONMENTS

Philanthropy

Social Enterprise/Commercial Income

TEXT READINGS:

1. MNO: Chapters 3 and 6

ADDITIONAL READINGS:

1. The Philanthropy Outlook 2017 & 2018. *Indiana University Lilly Family School of Philanthropy*.
http://philanthropyoutlook.com/wpcontent/uploads/2017/01/Philanthropy_Outlook_2017_2018.pdf
- 2, Giving USA. <https://givingusa.org/tag/giving-usa-2017/>
- 3, Stecker, Michelle (2014) Revolutionizing the Nonprofit Sector through Social Entrepreneurship. Lucy Cross Center for Women at Rollins College.

[file:///C:/Users/MEWirthDavis/Downloads/RevolutionizingTheNonprofitSectorThr_preview%20\(1\).pdf](file:///C:/Users/MEWirthDavis/Downloads/RevolutionizingTheNonprofitSectorThr_preview%20(1).pdf)

ACTIVITIES:

1. Lecture-class discussion sessions

ASSIGNMENTS:

1. Assignment #2 Required memo due
-

Week 9:

3/15/18 **SPRING BREAK**

Week 10:

3/22/18

TOPIC:

GOVERNANCE AND THE WORK OF THE BOARD

TEXT READINGS:

1. MNO: Chapters 9 and 10

ADDITIONAL READINGS:

1. Gup, Chao, Barbara Metelsky and Patricia Bradshaw. (2014). "Out of the shadows: Nonprofit governance research from democratic and critical perspectives."
http://drchaoguo.net/blog/wp-content/uploads/2013/07/Working-Paper_Out-of-the-Shadows_version-05.04.12-.pdf
2. Governance as Leadership. http://cms-content.bates.edu/prebuilt/tab%205%20-%20chait-gov_as_leadership-cb.pdf
3. Renz, David (2007) "Governance and the work of the board." This article is adapted from a chapter published in *Philanthropy in the U.S.: An Encyclopedia* (Dwight Burlingame, ed. published by ABC-CLIO 2004
<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.709.5004&rep=rep1&type=pdf>

ACTIVITIES:

1. Lecture-class discussion sessions
2. Mini-Case Studies – in class

ASSIGNMENTS:

1. None
-

WEEK 11:

3/29/18

TOPIC:

INTERNAL CAPABILITIES

Financial management
Human Resources

TEXT READINGS:

1. MNO: Chapters 8, 11, (review Chapter 7)

ADDITIONAL READINGS:

1. Brown, W. (2015) Chapter 4 “Internal capabilities.” In Strategic Management in Nonprofit Organizations. Burlington, MA: Jones & Bartlett Learning.
<http://samples.jbpub.com/9781449618940/FrontMatter.pdf>

ACTIVITIES:

1. Lecture-class discussion

ASSIGNMENTS:

1. Prepare for Assignment #3: Read the case: Modifying Programs at New Tomorrow
https://hallway.evans.washington.edu/system/files/new_tomorrow.pdf
-

WEEK 12:

4/5/18

**Assignment #3: OPTIONAL MEMO or OP ED PIECE ASSIGNMENT DUE
IF CHOOSING A BOOK REVIEW – INDICATE YOUR CHOICE
THIS WEEK**

TOPIC:

INTERNAL CAPABILITIES

Evaluating Effectiveness

TEXT READINGS:

1. MNO: Chapter 13

ADDITIONAL READINGS:

1. Patton, Michael (2006) “Evaluation for the way we work.” *Nonprofit Quarterly*. Spring, pp 28-33. file:///C:/Users/MEWirth-Davis/Downloads/Evaluation_for_the_way_we_work.pdf
2. Patton, Michael (2014) Evaluation Flash Cards. *Otto Bremer Foundation*.
<http://www.drugs.indiana.edu/spf/docs/Evaluation%20Flash%20Cards.pdf>
3. Ebrahim A., and V.K. Rangen (2014) “What Impact? A Framework for Measuring the Scale and Scope of Social Performance.” *California Management Review*, Col. 56 (30): 118-141.
http://www.hbs.edu/faculty/Publication%20Files/CMR5603_07_Ebrahim_e3316477-8965-4287-be95-04642982b638.pdf

ACTIVITIES:

2. Lecture- class discussion sessions
3. Case: Modifying Programs at New Tomorrow
https://hallway.evans.washington.edu/system/files/new_tomorrow.pdf

ASSIGNMENTS:

1. Optional Memo on Modifying New Tomorrow Case or Op Ed piece due
 2. If you choose a book review as part of your assignments, inform me of your choice.
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SECTION 3. NEW IDEAS AND CRITICAL ISSUES IN NONPROFIT MANAGEMENT AND GOVERNANCE**WEEK 13:
4/12/18****TOPICS:****Hybrids**

Social Enterprise

The Rise of the 4th Sector

TEXT READINGS:

1. MNO: Chapter 17

ADDITIONAL READINGS:

1. Smith, S. R. (2014) "Hybridity and Nonprofit Organizations; The Research Agenda." Sage Publications.
<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.825.3083&rep=rep1&type=pdf>
2. Anheier, Helmut. (2013) The Nonprofits of 2025. *Stanford Social Innovation Review*, Spring
https://ssir.org/articles/entry/the_nonprofits_of_2025
3. Bullock, Cib. (2014) The Rise of a Fourth Sector Skills Set. *Stanford Social Innovation Review*, Nov 6.

ACTIVITIES:

1. Lecture- class discussion sessions

ASSIGNMENTS:

1. None
-

**WEEK 14:
4/19/18****TOPICS:****NONPROFIT ROLE IN PUBLIC GOVERNANCE**

Domestic and international perspectives/

TEXT READINGS:

1. None

ADDITIONAL READINGS:

1. Levine, J. (2016). "The privatization of Political Representation: Community-based Organizations as Nonelected Neighborhood Representatives." *American Sociological Review*. 1-25.
<https://pdfs.semanticscholar.org/aacc/91f69399cde95cb0344d5df2d581203a18b5.pdf>

ACTIVITIES:

1. Lecture- class discussion sessions

ASSIGNMENTS:

1. Come to class with your own research and questions about nonprofits role in governance.
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WEEK 15:**4/26/18****TOPICS:****THE STRATEGIC LEADERSHIP CHALLENGE FOR NONPROFITS****TEXT READINGS:**

1. MNO: Chapter 17 review

ADDITIONAL READINGS:

1. Brown, W. (2015) ‘Strategic Leadership,’” In Strategic Management in Nonprofit Organizations. Burlington, MA: Jones & Bartlett Learning, Chapter 12
2. Dewar Sloan. (2017) Nonprofit Strategy Leadership and Best Practices for Executives and Board Governance. <http://dewarsloan.com/wp-content/uploads/2017/01/2nd-Ed.Whitepaper.Nonprofit-Strategy-Leadership-and-Best-Practices-for-Executives-and-Board-Governance-01.2017.pdf>
3. Meehan III, William F. & Kim Starkey Jonker (2017) Filling Essential Gaps in Nonprofit Leadership. Stanford Social Innovation Review, Nov. https://ssir.org/articles/entry/filling_essential_gaps_in_nonprofit_leadership

ACTIVITIES:

1. Lecture- class discussion sessions

ASSIGNMENTS:

1. Come to class prepared to discuss your leadership challenges.
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WEEK 16:**5/3/18****ASSIGNMENT #4: IS DUE****TOPICS:****INTEGRATION AND COURSE WRAP-UP****ASSIGNMENTS:**

1. Assignment #4: Book review or Assessment of MCN’s or another set of principles/practices or standards is due

BOOK POSSIBILITIES

Nonprofit/nongovernmental organizations

1. Anheier, H. K. (2005). *Nonprofit organizations: Theory, management, policy* (1st Ed.). New York: Routledge (Taylor & Francis). ISBN: 0-415-31419-4 soft.
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