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### PSC 466.01: Nonprofit Administration and Public Service

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**PSC 466: Nonprofit Administration & Public Service**  
**Syllabus: Fall 2009**  
**University of Montana**



Location: Davidson Honors College, Room 19  
Time: Tuesdays, 4:10 p.m. – 6:30 p.m.  
Instructor: Chris Newbold, JD, CFRE, CSPG; Kim McKelvey, JD, CFRE  
Office: University of Montana, Davidson Honors College 015  
Email: [chris.newbold@mso.umt.edu](mailto:chris.newbold@mso.umt.edu); [kim.mckelvey@mso.umt.edu](mailto:kim.mckelvey@mso.umt.edu)  
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Office Hours: Tuesdays, 3:30-4:00 and by appointment

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### **Course Description**

Political Science 466, Introduction to Nonprofit Administration and Public Service, is a core course in the American Humanities (AH) certification program and undergraduate Minor in Nonprofit Administration at the University of Montana.

The focus of Political Science 466 is the development and day-to-day management and leadership of nonprofit organizations. Specific concepts covered include the following:

1. *Introduction to the purpose and scope of the nonprofit sector in the U.S.*

We will investigate the size and activities of major nonprofit sub-sectors, including health, education, the arts, environmental advocacy, social services and others. We will set the context for nonprofit administration through exploring the impacts of the nonprofit sector on society and thinking about the unique challenges and opportunities nonprofits encounter in achieving their aims.

2. *Overview of management theory and practice for sustaining effective non-profit organizations:*  
Unlike private sector organizations concerned primarily with making profit, nonprofit organizations are focused on achieving a specific public service mission. Successful nonprofit organizations require substantial capability in key areas of administration: developing strong boards of directors, recruiting and motivating talented staff and volunteers, creating plans to focus resources on relevant goals and innovative programs, winning the support of diverse stakeholders, raising funds and wisely managing fiscal and human resources. A class will be devoted to each of these administration topics.
3. *Exploration of effective leadership for the nonprofit sector:*  
Because effective leadership is essential for successful nonprofit organizations, we will study leadership models appropriate for the nonprofit sector and apply current leadership theory to understand the strengths and challenges of students' individual leadership styles.

## Requirements and Grading

Grades will be determined by a point system totaling 375 possible points. Final grades will be based on a standard curve of total points. Points will be earned by completing a field case study, quizzes and a final exam, and through class participation and a service learning component, as explained below:

- **Field Case Study (100 Points):** 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 \$25,000, and a presence in Western Montana. Please do not select your own non-profit if employed in the field. Please select your organization by September 22<sup>nd</sup>, and provide that information to Instructor Chris Newbold. No more than two class teams should approach any one non-profit organization. Through multiple interviews with its CEO / executive director, senior staff, the Board Chair or other officers and at least one other volunteer and by reviewing the organization's annual report, IRS 990 form, budget, minutes, materials and program work, seek to understand the following:
  - The internal and external environment of the nonprofit;
  - The degrees to which those interviewed are able to articulate the mission and financial base of the organization. Analyze the reality of the mission and program integration from their viewpoints and from your own insights. Assess the leadership capabilities and attributes.
  - Understand the finances of the non-profit 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.
  - Report on the biggest challenges or key issues facing the organization and what the organization is doing to meet these challenges.
  - Define whether your nonprofit is a change agent and why, and contrast your viewpoints with the textbook *Forces for Good*.

You and a classmate will work together to prepare a 10 to 12 page summary of your case study experience, with footnoted sources, to be submitted to Instructor Chris Newbold by Friday, December 4<sup>th</sup>.

Additional requirement for Graduate students and Honors students: Graduate students and Honors students will submit an additional 3 page assessment of the organization's ability to impact its mission, including analysis of the organization's governance capability, and internal and external factors affecting its current and potential impact.

- **5 Quizzes (25 points each):** Preparation for class includes reading the course materials as assigned. Because the class only meets fifteen times over the course of the semester; thorough preparation is essential. Without warning, instructors will present six quizzes on six different class periods over the reading material assigned for the day of each quiz. Quizzes may consist of true/false, short answer, multiple choice, and/or essay questions. Instructors will compile the highest five point totals from the quizzes as the overall quiz grade.
- **Final Exam (75):** A final exam will be conducted during finals week (December 16<sup>th</sup> to be exact) to assess student comprehension of class material. The final exam will not include material covered on quiz questions, but may include other preparatory and class materials discussed on days quizzes were presented. The final exam may consist of true/false, short answer, multiple choice and/or essay questions, and specifics of the exam will be discussed in conjunction with a semester review on the last class period of the semester.
- **Class Participation (25):** Each class will open with a discussion of students' observations of current media coverage of non-profit organizations and issues. These observations and discussions will highlight the main themes of leadership and management of non-profit organizations. Small group activities will also be held from time to time, and active participation enhances the learning experience for all.

Roll will be taken, and class attendance is important, given the fact class only meets fifteen times over the course of the semester. Each student will be granted one *free* absence. All other absences will result in a deduction of five points from the class participation grade. Tardiness is a disruption and is disrespectful. Parking, or lack thereof, is not an excuse for tardiness. Also, departing class early will also factor in the class participation grade. Please notify the instructor in advance of anticipated absences, late arrivals or early departures.

- **Service Learning (50):** In order for students to gain hands-on knowledge of the nonprofit sector, 20 hours of service learning / volunteering with a local non-profit is required to receive credit for this class. Students will select a service learning site and hand in a Service Learning Agreement to Instructor Chris Newbold on September 22<sup>nd</sup>. Students will be asked to explore principles discussed in class with their non-profit partner and periodically report back to the class on subjects to be announced. At the

end of the semester, students will be required to submit a service hour completion form and a two-page paper to Instructor Chris Newbold reflecting on their service learning experience and its value.

Graduate students and Honors students are required to volunteer an additional 10 hours, for a total of 30 hours.

**Graduate Student Requirement:** Graduate students will also be required to write a 3-5 page paper describing an issue which impacts non-profit organizations, along with a class presentation on the subject. Search publications such as *The Chronicle of Philanthropy*, *Nonprofit Times* or any general interest newspaper for information about a public policy issue that affects nonprofit organizations. Prepare a paper which 1) describes the issue under consideration and 2) discusses its impacts on the non-profit sector. This assignment is due to Instructor Kim McKelvey on November 3<sup>rd</sup> and class presentations will take place on November 3<sup>rd</sup> and November 17<sup>th</sup> depending on the number of graduate students enrolled. Graduate students should provide their anticipated topics to Instructor Kim McKelvey by October 13<sup>th</sup>.

Possible areas of study for policy papers include:

- ◆ Critique of selected nonprofit sector theories
- ◆ Strategic planning in Nonprofit Organizations
- ◆ Nonprofit Governance and leadership
- ◆ Human Resources management in nonprofit organizations
- ◆ Dilemmas of attracting and rewarding competence in nonprofit organizations
- ◆ Nonprofit law
- ◆ Nonprofit advocacy
- ◆ Diversity issues in the nonprofit sector
- ◆ The new IRS Form 990
- ◆ Fundraising and development
- ◆ Nonprofit marketing
- ◆ International nonprofit management
- ◆ Total quality management in nonprofit organizations
- ◆ History of the nonprofit sector
- ◆ Management issues for small nonprofits
- ◆ Career development in nonprofits
- ◆ Relationships with funders and the implications for nonprofits

- ◆ Ethical issues for nonprofits
- ◆ Scope and dimensions of the nonprofit sector
- ◆ Technology's impact with the nonprofit sector
- ◆ Measuring the impact of the nonprofit sector on society

### Required Reading and Materials

Please prepare for weekly class discussions, projects and activities by reading your assignments prior to each class meeting. The course takes the approach of a "learning community." Having common information about specific non-profit administration concepts through weekly reading assignments will give us a base from which to rise to a higher level of understanding through discussion. Sharing your insights, assumptions and thinking about what you have read (as well as actively listening to others) will help to create a rewarding learning environment for all.

The course texts, available at the University of Montana Bookstore, are as follows:

Thomas Wolf, Managing a Nonprofit Organization in the Twenty-First Century (New York, New York: Simon & Shuster, The Fireside Edition 1999).

Leslie R. Crutchfield and Heather McLeod Grant, Forces for Good (San Francisco: Jossey-Bass, 2008).

Gerald M. Czarnecki, You're a Non-Profit Director . . . What Now? (Boca Raton, Florida: National Leadership Institute, Second Printing, 2006).

Additional assigned readings are indicated in the syllabus, and may be posted to Blackboard or other interactive learning tools.

The instructors reserve the right to change syllabus content and required readings at any time.

# NONPROFIT ADMINISTRATION: COURSE SCHEDULE

## SEPT. 1 THE PURPOSE AND SCOPE OF THE NONPROFIT SECTOR IN Week 1 THE U.S.

### READING

- N/A

### CLASS ACTIVITIES

- Course Overview, Syllabus Review, Grading
- What is a Nonprofit? The Basics Behind Tax-Exempt Status
- Commitment to Public Service in the United States
- Nonprofit trivia

## SEPT. 8 MISSION, VISION, VALUES AND THE STRATEGIC PLAN: Week 2 THE HEART OF THE NONPROFIT ORGANIZATION

### READING

- Wolf, Chapter 1, Understanding Nonprofit Organizations, pgs. 15-41
- Wolf, Chapter 9, Planning, pgs. 275-307.
- Crutchfield and Grant, Introduction & Chapter 1, pgs. 1-29
- Montana Nonprofit Association: The Montana Nonprofit Sector
  - <http://www.mtnonprofit.org/publications.html>

### CLASS ACTIVITIES

- American Humanics Certification Program & the UM Minor in Nonprofit Administration, Presentation by Andrea Vernon, UM Office of Civic Engagement
- Discussion on the importance of planning and linking planning to the mission, vision and values of a nonprofit organization
- Guest Speaker: Practical Use and Development of a Strategic Plan

## SEPT. 15 LEADERSHIP FOR THE NON-PROFIT SECTOR Week 3

### READING

- Wolf, Chapter 10, Sustainability and Leadership, pgs. 309- 342
- Crutchfield and Grant, Chapter 7, Share Leadership, pgs. 153-178
- *The Nonprofit Sector's Leadership Deficit*, White Paper, The Bridgespan Group, March 2006
  - <http://www.bridgespangroup.org/pdf/leadershipdeficitwhitepaper.pdf>

### CLASS ACTIVITIES

- Discussion of leadership philosophies and styles for the nonprofit leader

- Exploration of individual assessment of leadership styles

## **SEPT. 22     BOARDS & GOVERNANCE**

### **Week 4**

#### READING

- Wolf, Chapter 2, Boards, pgs. 43-91
- Czarnecki, Chapters 1-3, pgs. 7-52

#### CLASS ACTIVITIES

- Class discussion of developing and working with non-profit boards
- Guest Panel: Local Board Members

**DUE: Service Learning Site Selection (hand in Service Learning Agreement)**

**DUE: Field Case Study Non-Profit Selected**

## **SEPT. 29     BOARDS: DIVERSITY, ETHICS, & VALUES**

### **Week 5**

#### READING

- Abzug, Rikki & Joseph Glaskiewicz, 2001. "Nonprofit Boards: Crucibles of Expertise or Symbols of Local Identities?" Nonprofit and Voluntary Sector Quarterly, Vol. 30, No. 1: 51-57.
  - <http://nvs.sagepub.com/cgi/content/abstract/30/1/51>
- [Under "Composition of Board Members"] How can we promote diversity while avoiding tokenism?
  - <http://managementhelp.org/boards/boards.htm#anchor617923>
- [Under "Recruiting Board Members"] The Diversity Issue, Parts 1 and 2 and Board Diversity: Bigger Issue than You Think
  - <http://managementhelp.org/boards/boards.htm#anchor617923>

#### CLASS ACTIVITIES

- Class discussion of developing and working with non-profit boards
- Guest speaker

## **OCT. 6       MANAGING NONPROFIT STAFF AND VOLUNTEERS**

### **Week 6**

#### READING

- Wolf, Chapter 3, Assembling the Workforce, pgs. 84-110
- Wolf, Chapter 4, Personnel Policy, pgs.111-146



- Crutchfield and Grant, Chapter 4, Inspire Evangelists, pgs. 81-103

#### CLASS ACTIVITIES

- Class discussion of effective management and organization of staff and volunteers
- Volunteer and staff management scenarios and problem solving
- Guest Panel: Local non-profit executives discuss their experiences in staff management and volunteer development

### **OCT. 13      MARKETING OF NON-PROFIT ORGANIZATIONS** **Week 7**

#### READING

- Wolf, Chapter 5, Marketing, pgs. 147-172
- Review Communication and Marketing Plan samples

#### CLASS ACTIVITIES

- Class discussion of stakeholders and community relations, and communication strategies
- Guest Speaker: How Effective Marketing is Positioning Our Organization for Greater Success

**Due: Graduate Student Paper & Presentation Topics**

### **OCT. 20      SHOW ME THE MONEY: FUNDRAISING & NON-PROFITS** **Week 8**

#### READING

- Wolf, Chapter 8, Fund Raising, pgs. 233-274
- *In the Know: Educating your organization's leaders about philanthropy and fundraising: start early and do it often, and they will want to be involved*, Rick Bragga, J.D., FAHP, [http://www.afpnet.org/content\\_documents/APSeptOctStory\\_05.pdf](http://www.afpnet.org/content_documents/APSeptOctStory_05.pdf)

#### CLASS ACTIVITIES

- Class discussion on various methods of effective fundraising

### **OCT. 27      FUNDRAISING II** **Week 9**

#### READING

- Crutchfield and Grant, Chapter 3, Make Markets Work, pgs. 55-80
- Fund Development Plan Outline

- <http://thecentrepoint.ca/FDPlus/resources/library/fund-development-plan-template/fund-development-plan-outline/>
- Capital Campaigns: Ten Steps to Success (2 Part Series)
  - <http://www.zimmerman-lehman.com/capital.htm>

**CLASS ACTIVITIES**

- Create a fund development plan/interplay of fundraising and marketing
- Guest Speaker or Panel

**NOV. 3            GRANTS & GRANTS MANAGEMENT / NON-PROFIT ALLIANCES  
Week 10           AND COLLABORATION**

**READING**

- Foundation Fundamentals
  - <http://foundationcenter.org/getstarted/onlinebooks/ff/text.html>
- Highlights of Foundation Giving Trends, The Foundation Center
  - <http://www.foundationcenter.org/gainknowledge/research/pdf/fgt08highlights.pdf>
- Writing a Successful Grant Proposal, Minnesota Council on Foundations
  - <http://www.mcf.org/mcf/grant/writing.htm>
- Crutchfield and Grant, Chapter 5, Nurture Nonprofit Networks, pgs. 104-127

**CLASS ACTIVITIES**

- Class discussion on the impact of grant-making on the non-profit sector, and how to effectively management grants
- Graduate student presentations
- Guest Panel: The Grant-Maker and The Grant-Seeker, Perspectives Revealed

**DUE: Graduate Student Requirement Papers**

**NOV. 10           PROGRAM PLANNING  
Week 11**

**READING**

- Overview of Non-Profit Program Planning, Carter McNamara, PhD
  - <http://literacy.kent.edu/Oasis/grants/overviewprogplan.html>
- Crutchfield and Grant, Chapter 6, Master the Art of Adoption, pgs. 128-152

**CLASS ACTIVITIES**

- Discussion of program planning, logic models, evaluation and outcomes measurement
- Small group discussions

**NOV. 17 FISCAL MANAGEMENT**

**Week 12**

READING

- Wolf, Chapter 6, Financial Management, pgs. 173-206
- Wolf, Chapter 7, Financial Statements and Fiscal Procedures, pgs. 206-232
- Bring an IRS Form 990 of a nonprofit of your choosing to class

CLASS ACTIVITIES

- Discussion and skill building for financial management, reading financial statements and budgeting
- Graduate student presentations
- Guest Lecturer

**NOV. 24 LOBBYING AND ADVOCACY**

**Week 13**

READING

- The Nonprofit Lobbying Guide, Bob Smucker Center for Lobbying in the Public Interest
  - [http://www.clpi.org/Nonprofit\\_AdvocacyandLobbying\\_BASICCS.aspx](http://www.clpi.org/Nonprofit_AdvocacyandLobbying_BASICCS.aspx)
- Why Lobby? 10 Reasons to Lobby for your Cause, Minnesota Council of Nonprofits
  - <http://www.mncn.org/lobbywhy.htm>
- Crutchfield and Grant, Chapter 2, Advocate *and* Serve, pgs. 30-54

CLASS ACTIVITIES

- Discussion of restrictions on lobbying and advocacy within non-profits
- Guest Panel: Non-Profit executives involved in lobbying and advocacy issues discuss how they do it and what restrictions are placed upon them.

**(Date by which Students Should Have Concluded Service Learning Hours)**

**DEC. 1 TECHNOLOGY AND THE NON-PROFIT SECTOR**

**Week 14**

READING

- *Nonprofit Organizing in 140 Characters or Less*, M + R Strategic Services (Arielle Holland and Marc Ruben), pgs. 1-10.
  - <http://www.mrсс.com/>

- Explore two website: <http://home.techsoup.org/pages/default.aspx> and [www.nptechnews.com](http://www.nptechnews.com)

CLASS ACTIVITIES

- Guest Speaker
- Small group exercise

**FIELD CASE STUDIES ARE DUE FRIDAY, DECEMBER 4<sup>th</sup> by 4:00 pm in the Newbold/McKelvey Mail Box in the Political Science Department in the Liberal Arts building, or electronically at [chris.newbold@mso.umt.edu](mailto:chris.newbold@mso.umt.edu).**

**DEC. 8 THE FUTURE OF THE NONPROFIT SECTOR: WHAT LIES AHEAD?  
Week 15**

READING

- Crutchfield and Grant, Chapter 8, Sustaining Impact, pgs. 179-206
- Crutchfield and Grant, Chapter 9, Putting It into Practice, pgs. 207-224

CLASS ACTIVITIES

- Discussion of where the nonprofit sector is heading; predications
- Final exam review

**DUE: Service Learning Reflection Papers**

**DEC. 16, 3:20-5:20 FINAL EXAM  
Week 16**