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Fall 9-1-2007

### PSC 466.01: Nonprofit Administration and Public Service

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**PSC 466: Nonprofit Administration & Public Service**  
**Syllabus: Fall 2007**  
**University of Montana**



Location: Davidson Honors College  
Time: Tuesday, 4:10 p.m. – 6:30 p.m.  
Instructor: Chris Newbold, JD, CFRE, CSPG  
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Email: [chris.newbold@mso.umt.edu](mailto:chris.newbold@mso.umt.edu) (preferred contact)  
Phone: (406) 523-3885

Office Hours: TBA or by Appt.

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### **Course Description**

Political Science 466, 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 Nonprofit Administration 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 180 possible points. Final grades will be based on a standard curve of total points. Points will be earned by completing a mid-term and a final take-home exam, by working with your team to complete projects, and by attending and participating in class as follows:

- **Mid-Term Exam (50 Points):** The mid term exam is worth 50 points, and will consist of short essays and multiple choice in response to questions drawn from readings, lectures, group projects and class discussions. Successful answers require a grasp of management concepts covered in class as well as thoughtful application of concepts to management issues and scenarios. Exam dates are posted in the syllabus below.
- **Unannounced Quizzes (50):** Roll will not be taken, but there will be five unannounced quizzes, each worth 10 points (50 total). Misses quizzes can be made up if I receive a minimum of 24 hours' notice of a student's excused absence before class or in case of a documented emergency. The flu is not an emergency unless you are hospitalized for it, nor is a friend's DUI. I reserve final judgment as to what constitutes an emergency or an excused absence. Quizzes will be given at the beginning of class, and will be handed out once, so be on time if you want one. Tardiness is a disruption and is disrespectful, so please do not ask to be excused for it unless you have a good reason. Parking, or lack thereof, is not one of those.
- **Final Paper (50):**
  - **Option One:** In your opinion, using all of the materials presented, your experience with your non-profit partner and your own observations answer the following questions: **Is managing a non-profit organization a science or art?** Do you think a non-profit organization can or should run like a business? What strategy(ies) would you like your non-profit partner to implement in the next 1-2 years to strengthen their organization and why?
  - **Option Two:** Using all of the materials and experiences from class, create your own non-profit organization, including a mission statement and a description of

the organization's purpose. Describe all of the topics covered in class and noted each week on the syllabus and apply those topics to how you will run your organization.

**The final product shall have a professional appearance, be produced in Word, appropriately footnoted, double-spaced and between 7 and 10 pages.**

- **Volunteering (30):** In order for students to gain hands-on knowledge of the sector, 20 hours of service learning / volunteering with a local nonprofit are required to receive credit for this class. 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.

### **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 nonprofit 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 text, available at the UC Bookstore, is: Gary M. Grobman, An Introduction to the Nonprofit Sector (Harrisburg, Pennsylvania: White Hat Communications, 2007). Reading assignments are posted in the course schedule. Additional material will be announced on a weekly basis and either provided to you in class or placed on electronic reserve.

# NONPROFIT ADMINISTRATION I: COURSE SCHEDULE

## **AUG. 28      THE PURPOSE AND SCOPE OF THE NONPROFIT SECTOR IN Week 1      THE U.S.**

### READING

#### CLASS ACTIVITIES

- Course overview and introductory activities
- American Humanics certification program & UM Minor in Nonprofit Administration
- Class discussion of the purpose and scope of the nonprofit sector

GUEST LECTURERS: Andrea Vernon & Marian Palaia

## **SEPT. 4      MISSION AND GUIDING PRINCIPLES: THE HEART OF THE Week 2      NONPROFIT ORGANIZATION**

### READING

- Chapter 1. Defining the Nonprofit Sector
- Chapter 2. History of the Nonprofit Sector
- Montana Nonprofit Association: The Montana Nonprofit Sector
  - [http://www.mtnonprofit.org/pdf/mt\\_sector\\_report\\_2004\\_FINAL.pdf](http://www.mtnonprofit.org/pdf/mt_sector_report_2004_FINAL.pdf)
- Chapter 6. Mission Statements

#### CLASS ACTIVITIES

- Class discussion on mission, activities tied to the mission and guiding principles
- Small Group Activity

## **SEPT. 11      ESTABLISHING THE DIRECTION AND GOALS OF THE Week 3      NON-PROFIT ORGANIZATIONS**

### READING

- Chapter 15. Strategic Planning and Change Management
- Review on-line examples of strategic plans

#### CLASS ACTIVITIES

- Class discussion of planning methods to establish goals, direction and high performance
- Guest Speaker: Practical Use and Development of a Strategic Plan

**SEPT. 18      BOARDS, GOVERNANCE & ETHICS**  
***Week 4***

READING

- Chapter 5. Governance
- Chapter 7. Ethics

CLASS ACTIVITIES

- Class discussion of developing and working with nonprofit boards
- Guest Panel: Local Board Members
- Ethics Scenarios – Problem Solving

**SEPT. 25      MANAGING NONPROFIT STAFF AND VOLUNTEERS**  
***Week 5***

READING

- Chapter 11. Personnel
- Chapter 16. Quality Issues

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 development and staff management

**OCT. 2      SHOW ME THE MONEY: FUNDRAISING & NON-PROFITS**  
***Week 6***

READING

- Chapter 8. Fundraising
- Examples of Various Fundraising Techniques

CLASS ACTIVITIES

- Class discussion on various methods of effective fundraising
- Guest Panel: Fundraising for nonprofit programs

**OCT. 9      GRANTS & GRANT MANAGEMENT**  
***Week 7***

READING

- Chapter 9. Grant Management

#### CLASS ACTIVITIES

- Class discussion on the impact of grant-making on the non-profit sector, and how to effectively management grants
- Guest Speaker: Confessions of a Non-Profit Grant Writer

### **OCT. 16            MARKETING OF NON-PROFIT ORGANIZATIONS** *Week 8*

#### READING

- Chapter 12. Communications and Public Relations
- 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

### **OCT. 23            FISCAL MANAGEMENT** *Week 9*

#### READING

- Chapter 10, Financial Management
- Review budget samples and worksheets

#### CLASS ACTIVITIES

- Discussion and skill building for budgeting and fiscal management

### **OCT. 30            MIDTERM / LEGAL AND REGULATORY ISSUES AFFECTING NON-PROFITS** *Week 10*

#### READING

- Chapter 4. Legal and Regulatory Issues
- Chapter 17, Liability, Risk Management and Insurance

#### CLASS ACTIVITIES

- Midterm
- Discussion and scenarios of starting nonprofits
- Review of legal protection for volunteers
- Small group discussions

### **NOV. 6            PROGRAM PLANNING**

### ***Week 11***

#### READING

- TBA

#### CLASS ACTIVITIES

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

### **NOV. 13      LEADERSHIP FOR THE NON-PROFIT SECTOR**

#### ***Week 12***

#### READING

- On line article: “The Leadership Challenge” (instructions given in class)

#### CLASS ACTIVITIES

- Discussion of leadership philosophies and styles for the nonprofit leader
- Exploration of individual assessment of leadership styles
- Leadership development activities and simulations

### **NOV. 20      LOBBYING AND ADVOCACY**

#### ***Week 13***

#### READING

- Chapter 13, Lobbying

#### 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.

### **NOV. 27      TECHNOLOGY AND NONPROFITS**

#### ***Week 14***

#### READING

- Chapter 14, The Internet for Nonprofits

#### CLASS ACTIVITIES

- Online review of ways non-profits are utilizing the Internet
- Guest Panel: How Technology is Changing the Playing Field



**DEC. 4            WHAT LIES AHEAD?**  
***Week 15***

READING

- Chapter 19, The Future of the Non-profit Sector

CLASS ACTIVITIES

- Discussion of where the Non-Profit Sector is Heading, and Career Opportunities within the Sector

**FINAL PAPERS ARE DUE FRIDAY, DECEMBER 7 by 4:00 pm in the Newbold Mail Box in the Political Science Department in the Liberal Arts building.**