

Course: MGMT 657-002
Course Title: Nonprofit Management
Semester: Spring 2015
Classroom: CTLB 230

Instructor: Leslie Hoffman, MBA
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PURPOSE AND METHOD

This graduate course is worth three credit hours and explores the nonprofit sector. The course focuses on management issues for modern nonprofit organizations and examines the various technical and strategic areas that are critical for high-performing nonprofit organizations.

Students will be expected to conduct themselves during this course as business professionals and will be treated by the instructor as such. The classroom will be considered a business environment. Class sessions are designed to be interactive and participatory, combining topical and case study discussion, small-group work, and guest speaker presentations. Students are expected to be respectful at all times and provide classmates and guest speakers their attention as they would in any business setting.

COURSE OBJECTIVES

This course will enhance students' knowledge and abilities in the following areas:

- The nonprofit sector and its role at the community, regional and national levels;
- Nonprofit governance issues, including the role of a board of directors and the separation of responsibilities and duties between the chief executive and the board;
- Leadership and ethics issues and trends in nonprofit organizations;
- Human resource issues for nonprofit organizations, including recruitment, retention, and volunteer management;
- Finance for nonprofits, including nonprofit accounting and financial management;
- Sustainability issues facing nonprofits, including fundraising best practices and self-sufficiency trends;
- The rise of social entrepreneurship in the nonprofit sector;
- Program design, evaluation and impact tracking;
- The role of public policy and advocacy in the nonprofit sector; and,
- Career and community opportunities in the nonprofit sector.

TEXT, OTHER READINGS AND TECHNOLOGY

Required Texts:

1. Firstenberg, Paul B. *The 21st Century Nonprofit*, Second Edition. Foundation Center: 2009.
2. Rowe, Glenn W., et al. *Introduction to Nonprofit Management: Text and Cases*. Sage Publications, Inc.: 2013.
3. Collins, Jim. *Good to Great and the Social Sectors*. HarperCollins: 2005.

Supplementary Materials: Assigned articles are noted in the class schedule below, and additional readings may be assigned for individual course sessions.

Students can also find a variety of online sources of information about the nonprofit sector. Instructor favorites are the Stanford Social Innovation Review (www.ssireview.org), Nonprofit Quarterly (www.nonprofitquarterly.org), National Council of Nonprofits (www.councilofnonprofits.org), Council on Foundations (www.cof.org), and The Chronicle of Philanthropy (<http://philanthropy.com>).

Technology: There are some minimum hardware and software requirements to complete the course. Students will need access to Microsoft Word, Excel, and PowerPoint for this course in addition to UNM's Learn system. All of these programs can be accessed at UNM Computer Labs. If you are having technical problems with Learn, you can contact free technical support through one of the following ways:

- Phone: (505) 277-5757
- Email: learn@unm.edu
- Web: <https://learn.unm.edu>

TIP: If you are experiencing any difficulties with Learn, try using another browser. Firefox and Safari are among the more compatible browsers.

STUDENT PERFORMANCE

This course is designed to emphasize active student participation, critical thinking, and communication skills. Students are expected to participate in class discussions, actively engage with guest speakers, engage in critical thinking and analysis, and formulate their own ideas based on assigned readings, classroom discussions and personal experience.

Students will be responsible for completing assigned reading, turning in assignments on or before deadline, actively participating in classroom discussion and group work.

Written assignments should be double-spaced, in 12-point font, and include the student's name, the course, the date, assignment title, and page numbers. The instructor expects graduate-level writing skills, including strong use of language, solid critical analysis, and very few grammatical or typographical errors. The instructor is willing to meet with

students to coach them on their writing approach and pre-review assignments before deadline.

The final project is a group-prepared report and accompanying presentation. These work products should reflect the collective strength, skill and effort of the group.

COURSE GRADE

The final grade is comprised of four core components:

- **Class Attendance, Participation and Leadership: 15%**
 - Ten percent is based on attendance, punctuality and active participation throughout the semester. Each unexcused absence or tardy arrival will result in a one-percent deduction from the participation grade.
 - Five percent is based on the student's work facilitating a class with the instructor. Each student will sign up to co-facilitate at least one class, which will include hosting the guest speaker(s), identifying critical themes in the readings, and helping to lead discussion.
- **Midterm Project: 20%**
 - This individual assignment requires students to interview a local nonprofit leader and write an analytical piece on that executive's leadership perspective. Students are encouraged to seek out a leader in the sector his or her group has selected for their final project topic.
- **Case Study and Critical Thinking Assignments: 25%**
 - The class schedule below details five individual writing assignments that are each worth 5% of the final grade. Papers should be submitted via Learn by the time class starts.
- **Final Project: 40%**
 - Student groups will prepare an analysis (including citations/works cited) of the local nonprofit community's strategy to address a social, economic or environmental issue. The group's written report is worth 35% of each student's final grade.
 - The group will develop and deliver a class presentation detailing findings and recommendations. This is worth 5% of each student's final grade.

DEADLINES

All written assignments, the mid-term project, and the final written report are due by 4 p.m. on the day noted in the syllabus to receive full consideration. Late papers will receive an automatic letter-grade deduction and be accepted through Friday at 4 p.m. of the same week. Papers received after the late-submission deadline will not be scored.

All papers should be submitted in the corresponding assignment module in the Learn system. Students may bring a hard copy to class for reference during classroom discussion.

SCALE FOR FINAL GRADES

100-97% A+ ... 96-94% A ... 93-90% A-
89-87% B+ ... 86-84% B ... 83-80% B-
79-77% C+ ... 76-74% C ... 73-70% C-
69-67% D+ ... 66-64% D ... 63-60% D-
< 59% ... F

AMERICANS WITH DISABILITIES ACT ACCOMODATIONS

Anyone with a legitimate disability will receive reasonable accommodation. Please contact the instructor privately for arrangements. If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me as soon as possible so that we may make appropriate arrangements to meet your needs in a timely manner. Frequently, we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats.

COURSE OUTLINE (As of 1/13/15; schedule and readings will be updated as needed.)		
DATE	TOPIC	DETAILS
Jan. 12	Course Overview & Introductions	In Class: Course overview and expectations; individual introductions and discussion of work groups.
Jan. 19	MLK Holiday	In lieu of a regular class session, students are required to attend the United Way Center for Nonprofit Excellence Training below or submit the alternate assignment.
Jan. 21	United Way Training: 8:30 am to 12 pm	<p>*Note Different Time and Location*</p> <p>Building An Exceptional Board: A high-functioning board of directors is critical to the health and sustainability. This workshop will explore effective board recruitment and nomination processes to support recruiting a committed, skilled, diverse and engaged board. The center is waiving the course fee for MGMT 657 students. Register at http://www.centerfornonprofitexcellence.org/training-events.</p> <p>Location: Center for Nonprofit Excellence, United Way of Central New Mexico, 2340 Alamo SE, 2nd Floor, 87106</p> <p>Alternative: Students unable to attend this session must submit a brief analysis that identifies a U.S. nonprofit organization that received negative publicity in the traditional media (reputable online source, newspaper, television news broadcast, etc.) within the last 10 years. Address the following questions: What responsibility did the staff leader and board of directors have in the matter? How were those responsibilities different and/or similar in your mind? If you were a member of the board, what would you have done to help the organization move forward after the controversy?</p>
Jan. 26	The Modern Nonprofit Sector	<p>Required Reading for Today: Rowe: Chapters 1 (The Nonprofit Organization in Society) and 2 (Starting a Nonprofit) and cases at the end of each chapter Collins: Preface, Issue One National Council on Nonprofit Associations, <i>The United States Nonprofit Sector</i> Larson, <i>Light-bulb Moments for a Nonprofit</i></p> <p>Supplemental Reading (Recommended by Ms. Duggan): Crutchfield and McLeod-Grant, <i>Local Forces for Good</i> Leach and Mazur, <i>Creating Culture: Promising Practices of Successful Social Networks</i> Katcher, <i>Unstill Waters: The Fluid Role of Networks in Social Movements</i></p> <p>Guest Speakers: Tracy Wilkey, Director of Advisement, Anderson School of Management (twilkey@unm.edu); Amy Duggan, Director, Center</p>

		<p>for Nonprofit Excellence, United Way of Central New Mexico (http://www.centerfornonprofitexcellence.org).</p> <p>In Class: Ms. Wilkey will briefly review career resources available to students preparing for graduation. The class will then discuss the modern nonprofit sector with Ms. Duggan. Based on the reading and personal experience, come prepared to discuss what you see as the key issues facing nonprofit organizations. There will also be time for students to work on finalizing work groups for the semester.</p>
Feb. 2	No class	Students should take advantage of this week to be in touch with classmates to determine project groups.
Feb. 9	Ethics and Organizational Culture	<p>Required Reading for Today: Rowe: Chapter 4 (Leadership in Nonprofit Organizations) Logsdon and Yuthus, <i>Corporate Social Performance, Stakeholder Orientation, and Organizational Moral Development</i> Ethics Resource Center, <i>Millennials, Gen X and Baby Boomers: Who's Working at Your Company and What Do They Think about Ethics?</i> Light, <i>Who Will Own the Nonprofit Sector?</i></p> <p>Case Study: <i>The National Kidney Foundation</i></p> <p>Writing Assignment Due: Prepare a briefing that examines T.T. Durai's ethical lapses and explores how you think his actions would be viewed if he were the head of a private organization.</p> <p>In Class: This session will feature an ethics roundtable discussion with Special Guest Dr. Jeanne M. Logsdon, Rust Professor of Business Ethics and Regents Professor Emerita. The T.T. Durai case study will be a part of the discussion.</p>
Feb. 16	Governance and the Board of Directors	<p>Required Reading for Today: Firstenberg: Chapters 1, 3, 4 Rowe: Chapter 3 (Nonprofit Organization Governance and Structure) Dayton, <i>Governance Is Governance</i></p> <p>Case Study: <i>Ohno Swim Club</i></p> <p>Writing Assignment Due: Submit an analysis, based on readings, that proposes a strategy to rebuild the swim club's board and governance structure.</p> <p>Guest Speaker: Attorney Lorna Wiggins, Partner/Owner, Wiggins Williams and Wiggins (www.wwlaw.us); current Chair for Sandia Prep Board of Trustees; member and past Chair Accion New Mexico – Arizona – Colorado – Nevada Board of Directors; past President, YWCA Board of Directors; Helen Wertheim, community volunteer, board member for Presbyterian Healthcare Central New Mexico Community Board of Trustees.</p> <p>In class: During this interactive session, Ms. Wiggins will take the</p>

		class through the critical elements of board governance, including laws and regulations specific to New Mexico. Ms. Wertheim will discuss the healthcare social sector. Both will also share their personal experiences serving on local nonprofit boards. The class will discuss the Ohno case.
Feb. 23	Leadership and the Chief Executive	<p>Required Reading for Today: Firstenberg: Chapter 6 Collins: Issues Two, Three, Four and Five Cantor, <i>The Guy on the Fifty Dollar Bill</i></p> <p>Guest Speakers: Mike Loftin, CEO, Homewise (http://homewise.org); Andrea Plaza, Executive Director, Encuentro (http://www.encuentronm.org).</p> <p>In Class: Come prepared with questions about critical leadership challenges for today’s nonprofits. Mr. Loftin and Ms. Plaza will share their perspectives on the journey for today’s nonprofit leader.</p>
March 2	Human Resource Management	<p>Required Reading for Today: Firstenberg: Chapters 5, 15 Rowe: Chapter 8 (Managing the People: Staff and Volunteers)</p> <p>Guest Speaker: Barbara “B.J.” Jones, Vice President for Human Resources, Sandia Laboratories Federal Credit Union, Chair of the United Way of Central New Mexico Women-in-Philanthropy Council, National Women’s Leadership Council Board Member (United Way), Trustee for the University of New Mexico Anderson School of Management Foundation, and member NM Chapter of the International Women’s Forum; Jose Muñoz, Executive Director ABC Community Schools and former Boys and Girls Club program manager.</p>
March 9	Spring Break	Enjoy!
March 16	Capacity and Fundraising	<p>Required Reading for Today: Firstenberg: Chapters 8, 10, 20 Rowe: Chapters 7 (Nonprofit Capacity and Networks), 10 (Obtaining and Maintaining Organizational Momentum) Miller, <i>In Plain Sight</i></p> <p>Case Study: <i>YMCA of London, Ontario</i></p> <p>Writing Assignment Due: You are the CEO preparing for the senior management planning session described in the case. Develop a proposal you would provide to your colleagues about the YMCA’s future that emphasizes capacity-building strategies and includes suggestions to the YMCA of London Foundation about implications for fundraising efforts.</p> <p>Guest Speakers: LaDonna Hopkins, nonprofit consultant and former Vice President of Development for United Way, 2009 recipient of the Association of Fundraising Professionals Outstanding Fundraising Professional</p>

		<p>Award; and Lynn Trojahn, Vice President of Advancement, Accion (http://www.accionnm.org), 2003 recipient of the Outstanding Fundraising Professional Award.</p> <p>In Class: How do nonprofits build effective fundraising strategies? Ms. Hopkins and Ms. Trojahn will lead an interactive session on the subject that will include discussion of the writing assignment.</p>
March 23	Finance	<p>Required Reading for Today: Firstenberg: Chapter 7, 16, 18 Rowe: Chapter 11 (Financial Management)</p> <p>Supplemental Tool: Nonprofit Finance Fund’s Glossary of Financial Terms can be found at http://nonprofitfinancefund.org/financial-terms.</p> <p>Case Study: <i>Goodwill Industries of Greater Grand Rapids</i></p> <p>Writing Assignment Due: Respond to the questions in the case study conclusion, citing case evidence.</p> <p>Guest Speaker: (Tentative) Carol Cochran, Principal at REDW, and board chair for for New Mexico First, former Chair of the Sandia Prep Board of Trustees, past national Treasurer of the Girl Scouts of the USA, and Accion New Mexico – Arizona – Colorado board Treasurer.</p> <p>In Class: This session will explore nonprofit finance with Ms. Cochran, a local expert on the subject. Discussion will include the Goodwill case study.</p>
March 30	Collective Impact Models; Advocacy and Public Policy	<p>Midterm Assignment Due Today: Submit an analytical piece exploring the leadership philosophy of a local nonprofit executive following an interview and an organizational review. Students are encouraged to seek out a leader in the sector that his or her group has selected for the final project topic.</p> <p>Required Reading for Today: Firstenberg: Chapter 11 Rowe: Chapter 12 (Advocacy and Lobbying) Sheridan, <i>Public Policy Advocacy: The Case for Nonprofit Engagement</i> Kania and Kramer, <i>Collective Impact</i></p> <p>Guest Speaker: Dr. Angelo Gonzales, PhD, Executive Director, Mission Graduate (http://missiongraduatenm.org), former Associate Director of the UNM Center for Education Policy Research and a member of U.S. Senator Jeff Bingaman’s staff; (tentative) Kara I. Carlisle, Director of New Mexico Programs, W.K. Kellogg Foundation.</p> <p>In Class: Come prepared to discuss initial findings from your group’s public policy research on your group topic and whether you see any opportunities or issues with advocacy by the nonprofit sector on behalf of the issue. The day’s guest speakers will share their experiences and expertise on local collective impact efforts and the</p>

		role of public policy and advocacy in community development.
April 6	Evaluation and Planning	<p>Required Reading for Today: Firstenberg: Chapter 12 Rowe: Chapter 6 (Nonprofit Strategy and Change) Larkin, <i>Using Outcomes to Evaluate Nonprofit Success</i></p> <p>Guest Speakers: Tracy Sharp, Executive Director, and Sue Rzendzian, Development Director, Saranam (http://saranamabq.org); Diane Harrison Ogawa, PNM Resources Foundation (https://www.pnm.com/foundation).</p> <p>In Class: Ms. Sharp and Ms. Rzendzian will share how their nonprofit is planning for the future and evaluating the impact they have on homelessness in Albuquerque. They are joined by one of their funders, Ms. Ogawa, who will discuss what funders look for in the planning and impact evaluation efforts of the nonprofits they support. Be prepared to discuss the Healthcare for the Homeless case study in Rowe, Chapter 6.</p>
April 13	Sustainability and Impact	<p>Required Reading for Today: Firstenberg: Chapters 14, 17, 21 Rowe: Chapter 14 (Social Entrepreneurship) Letts, <i>Virtuous Capital</i></p> <p>Writing Assignment Due: Submit an analysis on sustainability issues at play for nonprofits in the sector your group has chosen for its final project.</p> <p>Guest Speaker: Krisztina Ford, CEO, All Faiths (http://www.allfaiths.org) and 2011 Anderson EMBA graduate.</p> <p>In Class: This workshop-style session will feature a case study exercise developed by Ms. Ford from her own experiences leading All Faiths through a period of critical change. Students will get the opportunity in small groups to discuss what they may have done if they were in Ms. Ford's shoes and then discuss with Ms. Ford her decision-making process. Study groups will also have time to discuss their final project in class.</p>
April 20	Final Project Workshop; Nonprofit Careers	<p>Special Guest: Ian Esquibel, Executive Director, The Learning Alliance (http://learningalliancencm.org) and 2013 Anderson MBA graduate.</p> <p>In Class: The first half of the class will be workshop time for groups to vet their final project conclusions and presentation approaches with classmates, the instructor and Mr. Esquibel. The second half of the class will be discussion time with Mr. Esquibel about nonprofit careers and your role in philanthropy in the future.</p>

<p>April 21</p>	<p>United Way Training: 9 am to 12 pm</p>	<p style="text-align: center;">*Extra Credit Opportunity*</p> <p>Fundraising Outside the Box: Effective fundraising drives financial health for most nonprofit organizations. This interactive workshop will examine traditional nonprofit fundraising methods and offer new twists that will challenge you to think of fundraising in new ways. The center is waiving the course fee for MGMT 657 students.</p> <p>Location: Center for Nonprofit Excellence, United Way of Central New Mexico, 2340 Alamo SE, 2nd Floor, 87106</p> <p>Extra Credit: This training is highly recommended but not required. Attendees will earn extra credit that can make up for an absence, instance of tardiness, or boost a paper grade.</p>
<p>April 27</p>	<p>Final Project Presentations, Submit Final Papers</p>	<p>Final Project Papers Due</p> <p>In Class: Student groups will make their final presentations to a guest panel. Bring a hard copy to class of your group paper that you have submitted via Learn. Following the presentations, we will have a discussion about how the semester may impact your nonprofit career or philanthropic choices in the future.</p> <p>Guest Panel: Diane Denish, former New Mexico lieutenant governor who has served on the Daniels Fund Board of Directors and is former chair of the New Mexico Community Foundation, New Mexico First, and New Mexico Tech Board of Regents; Jennifer Riordan, Vice President for Community Relations, Wells Fargo; Anna Sanchez, CNM Foundation.</p>