

Seminar in Nonprofit Management
PUBL 6349/Section 18391
McElhinney Hall, room 109, Thursdays 5:30 – 8:30 PM
University of Houston Masters of Public Administration Program
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Introduction

This course is designed to facilitate an understanding of non-governmental service/advocacy organizations, or “nonprofit organizations”, and the management and leadership skills required to effectively organize, maintain, and grow them. The class will explore the day-to-day management practices required of nonprofit leaders, as well as the leadership qualities required to keep the organization relevant and thriving.

This course is intended as a broad overview of the nonprofit sector, with a focus on management. It is relevant for students who are considering or have already started a career in the nonprofit sector, as well as for students who are considering public service as a nonprofit board member. Students who have been previously or are currently employed with a nonprofit organization will benefit from networking with peers; the class will benefit from their shared experiences. Because management frequently occurs in a group setting, this course will be taught in a way that is highly interactive; all students are expected to participate in group discussions and will have several opportunities to make presentations.

Topics covered will include:

- Introduction to sector and culture
- Mission, vision and values
- Leadership
- Board/trustee development and management
- Financial management
- Ethics and accountability
- Evaluation and measurement
- Strategy development
- Development (fundraising) planning
- Information technology/social media
- Human resources
- Marketing and communications

We may have an occasional guest speaker from the nonprofit community share their experiences with the class. Students are expected to do some basic background research about these individuals and the organizations they serve in advance of these presentations.

Class Time

There are 14 scheduled class meetings. We will use class time for:

- Instructor presentations
- Case study discussion
- Guest presentations and discussions
- Student presentation of reviewed articles
- Student team work/presentations

Student Evaluation and Expectations

1. Read the assignments and carefully prepare for each class.
2. Participate in class discussions based upon the readings and your experience.
3. Article/website summaries – these are articles that the student identifies, from a peer-reviewed journal, on an assigned topic. The summary is a 1 - 2 page review of the information presented in the article, focusing on the author’s premise, the effectiveness of the argument or information presented in the article, and the student’s reaction to it. Summaries must include a full citation of the article. Website summaries are similar, with a focus on the effectiveness/clarity of the information presented and the student’s reaction to it. Article and website summaries are due the Wednesday before class at midnight. Late assignments are discounted by 10%.
4. Papers – Two papers (7 - 8 pages, topic to be assigned) will be assigned. These papers are not a summary of the readings and/or discussions, but should add value to the information gleaned from readings and class discussions. The graduate-level paper must be turned in on time using the “Turnitin” feature on Blackboard. Late papers will be accepted up to one week after the deadline, and will be discounted by 10%.
5. Class presentations – Each student will have multiple opportunities to present article summaries and team work briefings to the class. The purpose of the presentation is to demonstrate understanding of the material and to develop the student’s public speaking skills. Please see the Presentation Rubric in the Blackboard Toolbox for evaluation criteria. Student presentations are expected to last 10 - 15 minutes.
6. Team work – The class will be divided into teams, for the purpose of creating a non-governmental service or advocacy organization. Students will have some class time to work on team assignments, but will likely have work which will require some time outside of class. Be a responsible team member, contribute to the work of your team.
7. Final exam will be a multiple essay question take-home paper at the end of semester. It will be submitted using Turnitin.
8. Writing – Refer to *Writing Public Policy* (Smith, Catherine 2010) for guidance on paper formats. See specifically Chapter 7 - Briefing Memo or Opinion Statement: Inform Policy Makers, 126- 136, and Appendix B - Clear Writing, 183-187. Also, double space and use 1” margins.

Grading

Class participation/attendance	20%
Papers	25%
Article/website summaries	15%
Team Assignment	15%
Final	25%

Statement on Academic Dishonesty

Presenting the words or works of others as your own is plagiarism, is dishonest, and is a violation of the University Policy on Academic Honesty. If you are not certain of what is

permissible, you should contact the professor prior to submitting the assignment and/or check the UH webpage (www.uh.edu/provost/policies/uhhonesty_policy.html). A student found in violation of academic dishonesty may be subject to a failing grade, suspension, or dismissal from the university.

Required Texts

- *Nonprofit Organizations and Civil Society in the United States*, by Kelly LeRoux and Mary K. Feeney
- *The Resilient Sector Revisited*, (second edition) by Lester Salamon
- “What Makes an Effective Executive”, Peter F. Drucker, Harvard Business Review, June 2004.
- “What Leaders Really Do”, John Kotter, Harvard Business Review, May 1990.

Outline and Assignments

January 18: Introduction to the course

Assignment: Management question – due Jan. 24

Reading: Chap. 1 – 4 (LeRoux and Feeney)

January 25: Introduction to the Sector

Assignment: Find two articles on the selected management and leadership theories, summarize for class presentation on Feb. 1

Reading: Drucker, Kotter

February 1: Management and Leadership/student presentations

Assignment: Identify three nonprofit websites, summarize information on organizations’ mission, vision, and values for presentation on Feb. 8

February 8: Mission, vision, and values/student presentations

Team Assignment: Create a nonprofit organization

Reading: Chap. 5 (LeRoux and Feeney)

February 15: Board and Volunteer Development/team presentations

Reading: “Enlist Others”, Kouzes and Posner, Chap. 9 (LeRoux and Feeney)

February 22: Human Resources

Assignment: Find an article on organizational structure, summarize – due Feb. 28

March 1: Organizational and Board Structure/student presentations

Team assignment: Define a structure for your organization

Reading: Salamon, Chap. 10 (LeRoux and Feeney)

March 8: Sector Challenges/team presentations

Assignment: Paper 1, due Mar. 21

March 12 – 16: Spring Break

March 22: Collaborations and Mergers

Assignment: summarize an article on nonprofit budgeting or development – due Mar. 28

Reading: Chap. 6 (LeRoux and Feeney)

March 29: Budgeting and Development Planning/student presentations

Team assignment: create a budget/development plan for your organization

Reading: Chap. 7 (LeRoux and Feeney)

April 5: Nonprofit Law and Finance/team presentations

Assignment: find an article on strategic planning, summarize – due Apr. 11

Paper 2, due April 18

April 12: Program Evaluation and Strategic Planning/student presentations

Reading: Chap. 8 (LeRoux and Feeney)

April 19: Communications, Social Media, and IT

Team assignment: Create an annual report for your organization

April 26: Semester wrap-up/team presentations

FINAL Exam due May 3