

Fundamentals of Nonprofit Administration and Leadership

UST 456-501 Online

Fall 2023

Maxine Goodman Levin School of Urban Affairs

College of Education and Public Affairs

Cleveland State University

UST 456-501

3 credit hours

Updated: 7/12/2023

Instructor: Jeffrey M. Bowen, MNO, CFRE

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Office: Urban Building, Room 221, 1717 Euclid Avenue Cleveland, OH 44115

Office Hours: By Appointment Online or By Phone

Course Location: Online via Blackboard

Meeting Time: Postings are Due by Midnight on Sundays (Dates are noted)

Course Number: 2453

Section: 501

Course Description:

The course examines nonprofit organizations as community institutions, and the role of institutional management and leadership in their development; the nature of leadership and management in the nonprofit sector; fundraising and financial management; governance and the respective roles of board, staff and volunteers; the political, economic, and inter-organizational environment; community relations; needs assessment; and planning and performance measurement.

Required Texts:

- Wolf, Thomas. (2012). *Managing a Nonprofit Organization: Updated Twenty-First Century Edition*, New York: Free Press (A Division of Simon & Schuster, Inc.). ISBN 978-1-4516-0846-5 paperback. This text is available via the CSU Electronic Library: <https://scholar.csuohio.edu/record=b3926963>
- Drucker, Peter F. (2005). *Managing the Nonprofit Organization: Practices and Principles*, New York: Harper Collins Business. ISBN 978-0-06-085114-9 paperback. There is a hard copy on reserve at the CSU Library: <https://scholar.csuohio.edu/record=b1627554~S0>

Course Objectives:

The purpose of the course is to provide students with academic and practical skills. Upon completion of this course, students will gain a better understanding of:

1. The organization and leadership of nonprofit organizations in urban America
2. The issues and challenges facing nonprofit organizations in the 21st century
3. The role of nonprofit organizations in effective service delivery

Course Method:

The class is a seminar course that requires student participation through assigned readings, class exercises, case study analysis, and online discussion boards. Students are expected to complete the required reading, (including any handouts, or other assignments in addition to the specified text), participate in online discussions, and contribute to the learning experience.

Grading:

Your grade is based upon regular, frequent class participation, the quality of your work on the required assignments, and your performance on the final exam. Students are expected to post thoughtful responses to questions posed by the instructor **no later than midnight on Sunday of each week**. You are also **required to revisit the site periodically throughout the week, to comment on the discussion posts of other students, answer any clarification questions, and/or respond to your classmates and the instructor**. Keeping up with reading assignments, including handouts, and previewing videos is essential to effective class participation. You are required to complete all homework assignments. **Assignments are due as indicated**. Late assignments, based on emergency situations only, will be accepted with prior approval from the instructor, and may lose up to 2 points for each day that the assignment is late.

Class Participation	30 points
Paper # 1	10 points
Paper # 2	10 points
Paper # 3	10 points
Organization Analysis	20 points
Final Exam	20 points
Total	100 points

- A = 94 - 100
- A- = 90 - 93
- B+ = 87 - 89
- B = 83 - 86
- B- = 80 - 82
- C+ = 77 - 79
- C = 70 - 76
- D = 60 - 69
- F = 59 and below

University Policy Statements:

University Deadlines

- For the current semester, the deadline for dropping a course is September 8, 2023
- The last day to withdraw from the course is November 3, 2023
- The final examination week is December 11-16, 2023

Grades of "I" and "X"

- X - For undergraduate courses the grade of "X" can only be administratively assigned by the Office of the University Registrar to indicate a grade has not been assigned by an instructor. For undergraduate students who have stopped attending/participating without notification and have not completed all assignments for reasons that cannot be determined, instructors should

assign the earned grade. Any grade of "X" will become a grade of "F" at 11:59 PM the day following the grading deadline.

- I - Incomplete. The "I" grade is given when the work in a course has been generally passing, but when some specifically required task has not been completed through no fault of the student.
- An "I" grade can be assigned by the instructor when all three of the following conditions are met:
 1. Student is regularly attending/participating in the class and has the potential to pass the course;
 2. Student has not completed all assignments and has stopped attending/participating for reasons deemed justified by the instructor; and
 3. Student has notified the instructor prior to the end of the grading period.

Students with Special Needs

Educational access is the provision of classroom accommodations, auxiliary aids and services to ensure equal educational opportunities for all students regardless of their disability. Any student who feels he or she may need an accommodation based on the impact of a disability should contact the Office of Disability Services at (216) 687-2015. The Office is located in MC 147. Accommodations need to be requested in advance and will not be granted retroactively. Students should notify the instructor as soon as possible if they have been granted an accommodation through the Office of Disability Services.

OIE Statement

Federal law, including Title IX, and University policy require that CSU address discrimination, harassment and sexual violence and enable students affected by these issues to have the same opportunity to succeed as other students. To do this, the CSU Office for Institutional Equity (OIE) provides information, identifies resources (counseling, medical, advocacy, safety planning), issues academic accommodations (excused absences, extended deadlines, late withdrawals, alternative assignments) and other accommodations (No Contact Directives, changing living arrangements). Any student affected by discrimination, harassment and/or sexual violence and seeking assistance, should contact the Office for Institutional Equity by calling 216-687-2223, sending an email to r.lutner@csuohio.edu or m.vogelgesang@csuohio.edu, or visiting AC 236.

Writing Assistance

Students with difficulty writing may contact the Writing Center located in Rhodes Tower 124 for assistance. <https://www.csuohio.edu/writing-center/writing-center> Students should use the American Psychological Association (APA) format for citations and reference pages.

Plagiarism

Plagiarism is stealing and/or using the ideas or writings of another in a paper or report and claiming them as one's own. This includes but is not limited to the use, by paraphrase or direct quotation, of the work of another person without full and clear acknowledgment. The penalties for plagiarism are found in full in the Student Handbook (Office of Student Life) under Academic Regulations (Policy on Academic Misconduct) at the following link:

<https://www.csuohio.edu/sites/default/files/StudentCodeOfConduct.pdf>.

COVID Safety Protocols

The COVID-19 pandemic is still present and serious. Vaccination plus booster shots offers the absolute best protection against serious illness, hospitalization, or death from COVID-19. CSU Health and Wellness Services continues to provide free vaccinations and booster shots for students, faculty, and staff by appointment in Room 205 at the Center for Innovation in Medical Professions (2112 Euclid

Avenue). Call 216-687-3649 to schedule. If you test positive for COVID-19, isolate, and follow CDC guidelines. Also, please email our CARE team and let your course instructors know. For additional information, see *CSU COVID-19 Information and Protocols*: <https://www.csuohio.edu/safe-campus/covid-19-information-0>

Assignments:

A. Short Papers:

There are three written assignments of **three to five pages each**, presented in 12-point font: APA Format. All papers must include a **title page** with the student's name, email address, course name/number/section, paper #, and the date the assignment is due. The topics of the papers are as follows:

Paper # 1 Due Week 5 (**Midnight 10/01**) Explain, in your opinion and in your own words, the importance of the Nonprofit Sector to American culture and society.

Paper # 2 Due Week 9 (**Midnight 10/29**) Explain the differences between the roles and responsibilities of the board, and of the executive, in a typical nonprofit organization.

Paper # 3 Due Week 12 (**Midnight 11/19**) Explain the importance of recognition, stewardship and thankfulness, in order to maintain and advance donor, volunteer, and community relationships. Describe various ways that this might be accomplished.

B. Organization Analysis Due Week 13 (Please upload by **Midnight Sunday 11/26**)

Prepare a detailed analysis of a local, or national, nonprofit organization. The paper should be **five to seven pages** in length, with 12-point font; APA format.

In addition to submitting your paper to the instructor, each student will post her/his paper on the discussion board for the class to share. (Please see note below for **Student Commentary** requirements)

Your analysis should include the following:

1. The organization's name, address, and the names & titles of the Chief Executive and Board Chair
2. The Mission Statement, and if applicable, any formal Vision or Values Statement
3. The geographic area served, total years in existence, and total number of employees
4. The number of Board members, and if identified, any corporations and organizations they represent
5. The organization's primary or core program offerings
6. The total annual operating budget and current net assets
7. The main sources of revenue and five largest contributors
8. Any Community Partners, or ongoing strategic relationships
9. Is there a capital campaign in progress, or under consideration?
10. Are Strategic Plan, Annual Report, and/or Audited Financial Report documents readily available?
11. What Social Media vehicles are being used?
12. Is there evidence of any recent (positive or negative) press or media coverage?
13. What impressed, or moved, you the most about this organization?

Regarding Student Commentary on Organization Analysis Papers (Due Midnight 12/03):

Students are encouraged to read as many of their peer's papers as possible, to learn more about the various organizations examined. **Your assignment for Week 14** will be to pick two (2) papers for comment. Your posted comments for each of the two papers selected should include the following:

1. What did you learn about the organization that impressed or moved you?
2. What did you like best about the paper?
3. What, if anything, would make it even better?

Final Exam: (DUE NO LATER THAN 11:59 pm on MONDAY December 11th)

There will be a final exam that will test the knowledge of students based on the reading assignments, handout materials, videos and information covered in online class discussions and commentary. Questions will include multiple choice, fill in the blank, true, or false, and short essay.

Class Schedule/Due Date/Assignments:

Week 1:	09/03	Introductions; Familiarity with Nonprofits; (Review Syllabus/Assignments).
Week 2:	09/10	Understanding “Nonprofit” Status. (Wolf: Chapter 1)
Week 3:	09/17	Mission, Mission, Mission. (“Mission” Videos) Name Organization for Analysis
Week 4:	09/24	Governance: The Role of the Board. (Wolf: Chapter 2)
Week 5:	10/01	Leadership: Executive Team. (Drucker: Part One) Paper # 1 Due Midnight 10/01
Week 6:	10/08	Human Resource Management. (Wolf: Chapters 3 &4; Drucker: Part Four)
Week 7:	10/15	Financial Management. (Wolf: Chapter 6)
Week 8:	10/22	Fearless Fundraising. (Wolf: Chapter 8; Drucker: Part Two)
Week 9:	10/29	Performance Evaluation. (Drucker Part Three) Paper # 2 Due Midnight 10/29
Week 10:	11/05	Marketing, Community Relations & The Media. (Wolf: Chapter 5)
Week 11:	11/12	Sustainability: Organizational & Planetary. (Wolf, Chapter 10)
Week 12:	11/19	Recognition, Stewardship & Thanksgiving. Paper # 3 Due Midnight 11/19
Week 13:	11/26	Organization Analysis Paper. Due Midnight 11/26 Note: Thanksgiving Recess is November 23-24
Week 14:	12/03	Student Commentary on Organization Analysis Papers. Due Midnight 12/03
Week 15:	12/10	Other Resources, Course Review, End of Semester Comments & Questions
Week 16:	12/11	Final Exam: The Exam will open at 11:59 pm on Sunday December 10th and is due no later than 11:59 pm on Monday December 11th.

Additional Reading:

In addition to the text assignments indicated above, there are multiple handouts for this course that are available on Blackboard. There may be occasional additions throughout the semester.

Questions and Correspondence:

If you need to contact me for clarification, a question about a specific assignment, a personal matter, etc., please **do not use the Blackboard messaging system** for that purpose. Instead, send an email directly to j.m.bowen@csuohio.edu, and I will get back to you as quickly as possible. Also, your professors genuinely appreciate it when you put the **Course and Section numbers along with the reason for the note in the subject heading** of your correspondence. It may also expedite their response.

Please Note:

While every effort has been made to provide a comprehensive overview of the course content, assignments and due dates, the instructor reserves the right to add assignments, or make other changes to the syllabus, as the semester progresses.