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
- Goal setting
- 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

Throughout the semester, nonprofit professionals have been invited to 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 one 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 5:00pm. Late assignments are discounted by 10%.
4. Short Paper – Write one SHORT paper (3 - 4 pages, topic to be assigned). This short paper is 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 quality paper must be turned in on time (March 5:00pm) 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 – See Blackboard Toolbox. 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%
Paper 20%
Article summaries 20%
Presentations 10%
Final 30%

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 Textbooks**
- *The Resilient Sector*, by Lester Salamon

**Outline and Assignments**

January 16: Introduction to the course
Assignment: Find an article on management, summarize. The article should answer at least one of the following questions:
- What is management?
- What is nonprofit management?
- How is nonprofit management different from “for profit” or public management? 

January 23: Nonprofit overview/student presentations
Assignment: Search three nonprofit websites, summarize information on organizations’ mission, visions, and values
Reading: Drucker

January 30: Mission, vision and values/student presentations
Team Assignment: Create a non-governmental service or advocacy organization (NGO), be able to answer Drucker’s first four questions
Reading: Salamon

February 6: Challenges/team presentations

February 13: Board/trustee development
Assignment: Find an article on organizational structure, summarize.
Reading: “Enlist Others”, Kouzes and Posner

February 20: Human resource development/student presentations
Team assignment: create an organizational structure for your NGO

February 27: Nonprofit Finance/team presentations
Guest presenter: John “Jack” Sims, Houston Technology Center
**Short paper due March 5**

March 6: Management and Leadership
March 10 - 15: **Spring Break**

March 20: In Our Community – Ruth Keenan, San Jacinto College Foundation
Assignment: find an article on nonprofit budgeting or development, summarize

March 27: Budgeting and Development Planning/student presentations
   Team assignment: create a development plan for your NGO

April 3: Social media and IT/team presentations
   Assignment: Select one of the three NGO websites reviewed earlier and assess how well the organization is using social media, write a one page assessment, suggesting improvements

April 10: Telling Your Story – Communications and event planning/student presentations
   Assignment: find an article on strategic planning, summarize.

April 17: Program evaluation and strategic planning/student presentations
   Team assignment: Create an annual report for your NGO

April 24: Ethics and accountability/team presentations

**FINAL Exam due May 6**