Note: This syllabus represents an outline as of November 1, 2019. The final syllabus will contain more detail. Please feel free to contact the instructor with questions!

Course number: PUAD 505-DL1 (on-line)
Time: January 21 – May 5, 2020 (Each unit begins on a Tuesday and ends the next Monday.)
Professor: Char Mollison
Office hours: By appointment either in person or by telephone, Skype, Facetime or other media.
Telephone: Home/office 202/337-2315 or Cell 202/849-1453
Email: cmolliso@gmu.edu

About the Course and its Learning Outcomes:
Over the last four decades, the American nonprofit sector has developed into a veritable economic and social force that is increasingly drawing the attention of policy makers, the media and the public alike. With this high degree of visibility comes greater scrutiny, new opportunities and challenges, and a growing awareness of the need for better management practices. This survey course aims to give students the analytical skills and practical knowledge necessary for leading and managing nonprofit organizations in this environment, with an emphasis on mission-driven strategy and decision-making and applying the latest in best practices. We will examine the role of mission and values, board and executive responsibilities, board/staff relations, fundraising, financial management, ethics, human resource issues, advocacy and strategic planning. The course will draw on case studies from all parts of the nonprofit sector.

Books
Anheier, Helmut (2014). Nonprofit Organizations: Theory, Management, Policy. 2nd ed. New York: Routledge. (Hard copies of this book are available for purchase at the GMU Fairfax bookstore and not at the Arlington campus.)
Free electronic access through the library:
Also for purchase are selected cases from Harvard Business Publishing easily available as downloads.

Complimentary resource for case analyses:
The library offers each student in the course access to a complimentary “premium” subscription to Guidestar USA (also known as “Candid”), a database of nonprofit organizations. Through this service, you may access useful legal and financial information – both current and historical - about some of the organizations we’re using as case studies. Go to: https://www.guidestar-org.mutex.gmu.edu/

Other course material:
Other material such as case studies and some helpful readings will be posted on the course Blackboard site.

Course methods and timing
The course uses the case-study method. The cases represent the nonprofit world in all its variety - the arts, the environment, faith-based initiatives, volunteerism, social services, housing, education, and so on. The older cases yield lessons that are still highly relevant. Others are more contemporary. And, as journalists discover the nonprofit sector, they are often writing about individual organizations in scholarly detail, yielding for our course a fresh supply of new cases right in the daily news.

The course is divided into 14 weekly units beginning Tuesday, January 21 and each Tuesday thereafter, with each unit ending the following Monday. There will be no class during Spring Break, which is March 10-15. We will skip the 11th unit (beginning April 7) to allow for review and future preparation. Our last on-line conversation will be the 13th unit starting on Tuesday, April 21. And the 14th unit, beginning Tuesday, April 28th is for your use to write final papers for submission by noon on Monday, May 4.
Course Requirements
Student will write one three-to-five page analysis of a case study featured in the course. All students will post on the discussion board their thoughts about the central management challenges presented in the cases under consideration for each week. And students will write a final paper of about ten pages – either a strategic plan or a management audit of an organization. The organization may be one with which they are familiar or one of the cases from the class. The chosen organization should be an independent legal, nonprofit entity. The strategic plan or management audit should attempt to assure implementation of the organization’s mission and deal with elements such as the mission and programs, leadership, board, staffing, fundraising, finances and all the other components of organizational development discussed in class.

Through the papers and posted responses, students should be able to demonstrate an accumulation of knowledge and insight as the semester progresses, with the final paper drawing on all the prior readings and class discussions that are relevant. The final grade will reflect the extent to which that accumulated knowledge is demonstrated.

Grading
The following represents the approximate weight given to the class requirements:
- Postings on the discussion board (required but not graded) - 20%
- Written case analysis - 35%
- Final paper - 45%

These percentages will inform - but not be a substitute for - the judgment of an experienced instructor.

For students with a disability
If you are a student with a disability and you need academic accommodations, please let me know and contact the Disability Resource Center (DRC) at 993-2474. All academic accommodations must be arranged through the DRC.

Academic integrity
Faculty in the Schar School have zero tolerance for academic dishonesty and will strictly enforce Mason’s honor code.

Schedule of Topics and Readings

Unit 1 (January 21): Introductions and Overview

Required readings:
- Renz, Chapter One, “Historical Perspectives on Nonprofit Organizations in the United States,” pp. 3-32
- Mollison, “Overview of the Nonprofit Sector” (see Course Content>Unit 1)

Unit 2 (January 28): Mission

Case for analysis:
Habitat for Humanity (case purchase from Harvard)

Required readings:
- Knauf, E. B. Part I, “The Four Hallmarks of Excellence” (see Course Content>Unit 2)
- Drucker, Peter F. *The Five Most Important Questions You Will Ever Ask About Your Nonprofit Organization.* (see Course Content>Unit 2)

Unit 3 (February 4): Basic Responsibilities of a Nonprofit Board of Directors

Case for analysis:
Hampshire Shelter: Developing a Well-Functioning Board (a disguised organization but very real situation)

Reading:
Unit 4 (February 11): Relations between Board and Staff

**Cases for analysis**
Investing in Excellence: Promusica Orchestra
St. Alban’s School

**Required reading:**
Renz, Chapter 6, “Executive Leadership,” pp. 167-187

**Optional resource** (see Course Content>Unit 4):
Kaiser, “Ten Turnaround Rules for Arts Organizations.”

Unit 5 (February 18): Fundraising

**Cases for analysis:**
Central Park Children’s Zoo
Wounded Warrior Project

**Required readings:**

Unit 6 (February 25): Financial Management and Planning

**Cases for analysis:**
National Conference of Communities and Justice (formerly National Conference of Christians and Jews)
Big Apple Circus

**Readings:**
OR

Unit 7 (March 3): Human Resources

**Cases for analysis:**
Diversity Programs at the New England Aquarium
Year of the Performance Bonus (a disguised but very real situation)

**Required readings:**
Anheier, Chapter 14, “Leadership and Human Resources,” pp. 384-405

And here’s a link to a TED Talk that many people in the nonprofit sector are still talking about: “The Way We Think About Charity is Dead Wrong,” a March 2013 TED Talk by Dan Pallotta: [http://www.ted.com/talks/dan_pallotta_the_way_we_think_about_charity_is_dead_wrong.html](http://www.ted.com/talks/dan_pallotta_the_way_we_think_about_charity_is_dead_wrong.html)

**Optional reading:**
This chapter has more detail about managing volunteers:
Spring Break March 10-15, 2020

Unit 8 (March 17): Ethics and Accountability

Cases for analysis:
United Way of America
Nature Conservancy

Required reading:
Renz, Chapter Seven, “Ethical Nonprofit Management: Core Values and Key Practices,” pp. 188-216.
Wise Giving Alliance Standards http://give.org/for-charities/How-We-Accredit-Charities

Unit 9 (March 24): Advocacy

Cases for analysis:
Leeway (supportive housing for people living with HIV and AIDS)
Oxfam and Debt Relief Advocacy

Required readings:
Renz, Chapter Fourteen, “Advocacy, Lobbying and Social Change,” pp. 396-426

Unit 10 (March 31): Managing Organizational Change; Strategic Planning

Cases for Analysis:
Teach for America
Wikimedia Foundation (the entity that operates Wikipedia)

Required readings:

Unit 11 (April 7) NO CLASS – REVIEW AND FUTURE PREPARATION

Unit 12 (April 14): Building the Organization’s Capacity for Renewal

Case for analysis:
Scouts BSA (formerly known as Boy Scouts of America)

Required readings (see Course Content>Unit 12):

Unit 13 (April 21): Current Events

Cases for comment:
• Kars4Kids
• “Praised for Pathbreaking Grants, Marguerite Casey CEO Said to Foster a Culture of Fear by Staff Members,” Chronicle of Philanthropy, June 27, 2019.