

Lecture: Tuesday 11:00am-1:40pm, Hayes 402
Instructor: Robert Silverman
Office: Hayes 329
Office Hours: Tuesday 10:00am-10:45am (and by appointment)
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The Course:

This course introduces students to nonprofit management. Topics include nonprofit: governance, board structure, planning, financial management, fundraising, grant writing, leadership, personnel management, and ethics. The course will highlight major nonprofit sub-sectors that relate to urban planning such as: community-based organizations, nonprofit healthcare providers, educational institutions, cultural institutions, faith-based organizations, and funding intermediaries.

Activities are planned for the next fifteen weeks. During each class session we will discuss the required readings and their relevance to your assignments. Everyone should be prepared to discuss the readings on a weekly basis. Regular and punctual attendance is required for full credit.

If you have any questions during the semester, please bring them to my attention. I will be available during my office hours and by appointment. Also, you may contact me by phone or e-mail. The syllabus for this class is subject to change during the semester.

Course Objectives:

The course objectives for END441 / URP541 are listed below. Course assignments that assess specific course objectives are identified in the course requirements section of this syllabus.

Course Objective 1: Become familiar with core concepts related to the structure, governance, strategic planning, and management of nonprofit organizations.

Course Objective 2: Become familiar with sources of financial support and financial management tools in the nonprofit sector.

Course Objective 3: Become familiar with approaches to incorporate principles of diversity, equity and inclusion in nonprofit management.

Course Objective 4: Apply knowledge of the nonprofit sector to the collection of data and analysis of the structure, organization, sustainability, and social justice goals of nonprofit organizations.

Required Text and Required Reserve Readings: *The required text is available at the UB Bookstore.*

- 1) Worth, Michael J. (2024). *Nonprofit Management: Principles and Practice, 7th Edition*. Thousand Oaks, CA: Sage Publications. [A hardcopy of the textbook is also on reserve in the Abbott Library]
- 2) Required Reserve Readings are available on UBLearn

Course Requirements:

Roundtable: During class on **September 2**, you will be divided into groups and given a handout describing the roundtable in more detail. Each group will be assigned material to read and discuss during the roundtable on **September 23**. The material will be in the roundtable assignment folder on UBLearn. Each group should prepare a PowerPoint presentation for the class highlighting the main lessons related to nonprofit management from the material. Following the roundtable discussions each student will write a roundtable essay discussing/synthesizing the significance of the roundtable topics to the nonprofit sector. The roundtable essay is due by 11am on **October 7**. [course objectives 1, 2, 3]

Exam: An online exam is due by 11am on **October 21**. The exam will test your knowledge of course materials covered between August 26 and October 7. A link to the exam will be available on **October 7**. [course objective 1, 2, 3]

Nonprofit Organization Synopsis: Each student will develop a synopsis (12 pages in length) for a nonprofit organization. The synopsis should draw from sources such as: annual reports, 990 forms, strategic plans, and other organizational documents. The synopsis should discuss the nonprofit's: history and mission, organizational structure, programmatic activities, and financial structure. The synopsis should include a discussion of challenges/opportunities the nonprofit will face in the future and strategies to respond to them. Each student should select a nonprofit to examine and have the organization approved by the professor before the beginning of class on **September 30**. The nonprofit organization synopsis is due by 11am on **December 2**. During class on **December 2** there will be a synopsis synthesis discussion where themes that cut across the individual papers are identified and linked back to the course. The nonprofit organization synopsis will be discussed in greater detail on **September 9**. [course objectives 1, 2, 3 & 4]

Nonprofit Hospital Community Benefits Analysis: Students in the class will examine community benefits of nonprofit hospitals in western New York. Materials will be available on **October 21** and the assignment will be discussed on **October 28**. The results of the study will be presented to community stakeholders during our class meeting time on **November 18**. [course objectives 1, 2, 3 & 4]

Grading Policy:

There are 100 points possible during the semester. Except for extreme emergencies, the grade of "I" will not be given at the end of the semester. Extra credit will not be offered in this course. Your grade will be based on the following assignments and activities:

ROUNDTABLE DISCUSSION & POWERPOINT	10 points
ROUNDTABLE ESSAY	10 points
EXAM	30 points
NONPROFIT ORGANIZATION SYNOPSIS	35 points
SYNOPSIS SYNTHESIS DISCUSSION	5 points
NONPROFIT HOSPITAL COMMUNITY BENEFITS ANALYSIS	10 points

Grading Scales:**Undergraduate Grading Scale (END441)**

GRADE	A	A-	B+	B	B-	C+	C	C-	D+	D	F
POINTS	96-100	90-95.99	87-89.99	84-86.99	80-83.99	77-79.99	74-76.99	70-73.99	67-69.99	66-60.99	0-59.99

Graduate Grading Scale (URP541)

GRADE	A	A-	B+	B	B-	C+	C	D	F
POINTS	96-100	90-95.99	87-89.99	84-86.99	80-83.99	77-79.99	70-76.99	60-69.99	0-59.99

Academic Integrity:

Students are expected to approach the course with seriousness and integrity. It is important to complete assignments on time, attend class regularly, and foster a collegial learning environment. Plagiarism and other instances of academic misconduct will result in a failing grade on a respective assignment, exam, or paper. Students should refer to the *University at Buffalo Undergraduate Catalog* and the *University at Buffalo Graduate Catalog* for clarification on the University's policies and procedures.

Accommodations for Disabilities:

If you have a disability (physical, learning, or psychological) that impacts your course work please contact the Accessibility Resources Office (ARO), 60 Capen Hall, (716) 645-2608. ARO will provide you with information and review appropriate arrangements for reasonable accommodation (such as recruiting note-takers, readers, or extended time on assignments). You must bring requests for accommodations for a disability to the professor's attention within the first two weeks of class.

Writing Centers:

The University at Buffalo has a number of writing center where students can get assistance with essays, term papers, and thesis projects. Students should contact one of the following if they would like to access these campus resources:

- Students can go to the Center for Excellence in Writing for assistance. It is located at Norton 17, Email: writing@buffalo.edu; <https://www.buffalo.edu/writing.html>,
- Graduate students can contact the Graduate Student Association (GSA) about their Editorial Assistance Program. For information about this program go to the GSA office in 310 Student Union, (716) 645-2960; gsaedit@buffalo.edu; <https://ubgsaedit.wixsite.com/gsa-editorial>,
- International students can contact the English Language Institute. The English Language Institute is located at 210 Baldy Hall; (716) 645-2077; elibuffalo@buffalo.edu; <http://www.buffalo.edu/english-language-institute.html>.

SYLLABUSⁱ**August 26: Introduction to the Course****September 2: The Foundations of the Nonprofit Sector**

Required Readings:

Worth: Ch 1, 2, 3, 17

Samini, J.C. (2010). Funding America's nonprofits: The nonprofit industrial complex's hold on social justice. *Columbia Social Work Review*, 1: 7-25. (RESERVE)

Other Activities:

Roundtable discussed

September 9: Nonprofit Governance and Board Structure

Required Readings:

Worth: Ch 4

Other Activities:

Nonprofit Organization Synopsis discussed

September 16: Leadership and Personnel Management*Required Readings:*

Worth: Ch 5, 6 and 9

Feit, M.E. (2019). “Chapter 6, Addressing Racial Bias in Nonprofit Human Resources.” (pp.66-78) In Angela M. Eikenberry, Roseanne M. Mirabella and Billie Sandberg. *Reframing Nonprofit Organizations: Democracy, Inclusion, and Social Change*. Irvine: Melvin & Leigh Publishing. **(RESERVE)**

September 23: Roundtable*Required Readings:*

See the Roundtable handout

September 30: Planning in Nonprofits*Required Readings:*

Worth: Ch 7 (pp 201-219)

Anner, J. (2014). Planning meets strategy. *Stanford Social Innovation Review*, Summer: 57-58. **(RESERVE)**

Mulhare, E.M. (1999). Mindful of the future: Strategic planning ideology and the culture of nonprofit management. *Human Organization*, 58(3): 323-330. **(RESERVE)**

Pfeffer, J. and Sutton, R.I. (2006). Evidence-based management. *Harvard Business Review*, January: 63-74. **(RESERVE)**

Reid, M.F., Brown, L., McNermey, D. and Perri, D.J. (2014). Time to raise the bar on nonprofit strategic planning and implementation. *Strategy & Leadership*, 42(3): 31-39. **(RESERVE)**

Stout, M. (2019). “Chapter 9, Pursuing Community Change through Radically Democratic Practice.” (pp.106-123) In Angela M. Eikenberry, Roseanne M. Mirabella and Billie Sandberg. *Reframing Nonprofit Organizations: Democracy, Inclusion, and Social Change*. Irvine: Melvin & Leigh Publishing. **(RESERVE)**

Other Activities:

Nonprofit Organization Synopsis topic must be approved by 11am

October 7: Capacity Building, Networks, and Advocacy*Required Readings:*

Worth: Ch 7 (pp219-236), 8 and 11

Clear, A., Paull, M. and Holloway, D. (2018). Nonprofit advocacy tactics: Thinking inside the box? *Voluntas*, 29: 857-869. **(RESERVE)**

Gregory, A.G. and Howard, D. (2009). The nonprofit starvation cycle. *Stanford Social Innovation Review*, Fall: 49-53. **(RESERVE)**

Milbourne, L. (2019). “Chapter 10, A Pawn in their Game? A Critical Perspective on Collaboration.” (pp.124-137) In Angela M. Eikenberry, Roseanne M. Mirabella and Billie Sandberg. *Reframing Nonprofit Organizations: Democracy, Inclusion, and Social Change*. Irvine: Melvin & Leigh Publishing. **(RESERVE)**

Other Activities:

Roundtable Essay due

The Online Exam becomes available after class on October 7

October 14: *Fall Break - NO CLASS MEETING***October 21: *Online Exam Due, No Class Meeting****Other Activities:*

Materials for the Nonprofit Hospital Community Benefits Analysis open on UBLEarns

October 28 and November 4: *Sources of Financial Support**Required Readings:*

Worth: Ch 14, 15, 16

Browning: Ch 4, 5, 6 **(RESERVE)**

Foster, W. and Fine, G. (2007). How nonprofits get really big. *Stanford Social Innovation Review*, Spring: 46-55. **(RESERVE)**

Other Activities:

Discuss the Nonprofit Hospital Community Benefits Analysis on October 28

November 11: *Fund Raising, Financial Management, and Evaluation**Required Readings:*

Worth: Ch 10, 12 and 13

Browning: Ch 21 **(RESERVE)**

Bhati, A. and Eikenberry, A.M. (2019). "Chapter 12, A Critical Fundraising Perspective: Understanding the Beneficiary Experience." (pp.154-167) In Angela M. Eikenberry, Roseanne M. Mirabella and Billie Sandberg. *Reframing Nonprofit Organizations: Democracy, Inclusion, and Social Change*. Irvine: Melvin & Leigh Publishing. **(RESERVE)**

Dropkin, M. and LaTouche, B. (1998). "Chapter 2, Understanding Basic Types of Nonprofit Budgets." (pp 6-9) In Murry Dropkin and Bill LaTouche. *The Budget-Building Book for Nonprofits: A Step-by-Step Guide for Managers and Boards*. San Francisco: Jossey-Bass. **(RESERVE)**

Dropkin, M. and LaTouche, B. (1998). "Chapter 5, How Different Sources and Types of Income Can Affect Budgeting." (pp 17-19) In Murry Dropkin and Bill LaTouche. *The Budget-Building Book for Nonprofits: A Step-by-Step Guide for Managers and Boards*. San Francisco: Jossey-Bass. **(RESERVE)**

Thomson, D.E. (2019). Donor-driven democracy?: Governance implications of foundation-dependent revitalization. *Journal of Urban Affairs*, 41(4):551-569. **(RESERVE)**

Zumaya, A.E. (2021). To achieve racial justice in philanthropy, we must invest in fundraising and make it inclusive. *The Chronicle of Philanthropy*, 11 March: 46-55. **(RESERVE)**

November 18: *Nonprofit Hospital Community Benefits Analysis Due and Presentation***November 25: *THANKSGIVING - NO CLASS MEETING – work on remaining assignments*****December 2: *Nonprofit Organization Synopsis Due and Synopsis Roundtable Discussion***

ⁱ Guest speakers not listed in the syllabus TBA