

**Nonprofit Management and Governance**  
**PUBAFRS 3140**  
**Fall 2015**

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**Class day and time:** Wednesdays and Fridays 11:10 am to 12:30 pm

**Class location:** Mendenhall 185

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**Instructor:** Professor Mary Tschirhart, MBA, Ph.D.

**Contact:** tschirhart.2@osu.edu, 614-688-3382

**Office hours:** 310N Page, Wednesday and Thursday 1:30 to 2:30 pm and by appointment

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**COURSE DESCRIPTION**

PUBAFRS 3140 helps students develop knowledge and skills for the management and governance of nonprofit organizations. We'll use multiple learning methods including lectures, case studies, exercises, presentations and written assignments to develop a robust understanding of how to address management and governance challenges experienced by nonprofits.

Topics include how to build capacity of nonprofits, mission and effectiveness, structural options, strategic choices, and stewardship. We'll cover boards and their governance, executive director dynamics, and human resource management and address government relations including advocacy. To round out the course, we'll discuss strategic alliances, innovation and change, management and governance trends and the future of nonprofit management.

This course is required for students seeking a nonprofit minor. It is open to students from other programs who are interested in working with or in nonprofit organizations.

**LEARNING OBJECTIVES**

Upon successful completion of this course students will:

- Understand nonprofit management from theoretical and practical perspectives
- Demonstrate methods of nonprofit management through discussion, case study, small group analysis, and assignments
- Apply knowledge of nonprofit management by analyzing management dilemmas and proposing responses

**GRADING**

Grading Scale: A: 93-100 points, A-: 90-92, B+: 88-89, B: 83-87, B-: 80-82, C+: 78-79, C: 73-77, C-: 70-72, D+: 68-69, D: 64-67, E: 63 or less points

**Class Attendance and Participation (12%, 12 points maximum):** Meaningful class sessions depend on student preparation and participation. Missing class, not being prepared, and not contributing to course discussion or group activities adversely affect learning. Active participation involves listening to classmates and providing comments connected to ongoing discussion. Relevant comments add to fellow students' understanding, challenge or clarify ideas expressed by others, integrate material from past classes and courses, and show evidence of analysis rather than mere opinion. Points will be deducted for each unexcused absence from class and demonstrated lack of preparation. Students who participate effectively during class by contributing to the learning of their classmates and have 0-1 unexcused absences will receive the maximum twelve points. One point will be deducted for each unexcused absence and one point will be deducted for each class that attended but participated in poorly.

**Brief Case Analyses (30%, best 2 out of 3 analyses, 15 points maximum for each):** Cases provide insights into challenges faced by nonprofit managers and allow students to demonstrate how they would apply course concepts to management and governance issues. There are seven cases available for written analyses in the schedule (designated as CASE). They contain background information on the organization, description of an impending challenge and/or past difficulties, and sometimes explicitly set up questions for analysis and ideas for what kinds of recommendations are needed.

Students have a choice of which cases to use for brief analyses. All students are required to turn in two analyses but a third may be turned in to swap out an earlier case grade. The case analysis paper should include:

- Statement of a management or governance challenge facing an actor in case
- Analysis of the challenge using course ideas
- Suggested response to the challenge
- Justification of the response using course ideas

The analysis should not be a simple restatement of facts presented in the case nor an affirmation of an action already taken by an actor in the case. Facts should be distinguished from assumptions. Ideas from non-case course readings and lectures should be used. The paper should be double-spaced with 12 point font and be no more than three pages. Bulleted lists, tables and exhibits do not need to be double-spaced.

Analyses will be graded only if submitted before the case is discussed in class. Submit using Carmen, via e-mail to professor at [tschirhart.2@osu.edu](mailto:tschirhart.2@osu.edu), or by giving the professor a paper copy at beginning of class in which case is discussed. Students should prepare all cases for discussion, not just those used for papers.

**Group Report and Presentation (30%, 15 points maximum for the class handout and 15 points maximum for the presentation):** A course goal is for students to enhance their understanding of methods for assessing management and governance of a nonprofit. To help achieve this goal, students will be assigned to a group and the group will investigate a nonprofit using on-line resources and an in-person, phone or e-mail

interview with an organizational representative. Information from other sources may be used but is not required. The group will prepare a one-page double-sided handout for the class and a presentation on their nonprofit and make a case for why it is deserving of a donation of \$1000. The class will decide which nonprofit presented will get the donation. The handout and presentation will be graded on accuracy and clarity of the information presented and quality of argument for why the nonprofit deserves the donation. The argument most likely will be different for each organization. Nonprofits based outside the United States may be used but there must be a way to send the donation to a U.S. nonprofit that will then send it to the nonprofit (for example, donation may be able to be passed through Global Giving). Financial information must be available for chosen organizations and they must have 501(c)(3) status or equivalent. Ask the professor if unsure if an organization will work for the assignment or you wish to make a case for using a nonprofit that does not fit the criteria. A handout, also on Carmen, provides the grading criteria. For their organization, groups are expected to be able to present an assessment of:

- Balance of mission and mandates, internal capacity, and external support
- To what extent organization honors ethical and professional standards
- Quality of management and governance (internal capacity assessment)
- Current needs (how \$1000 will help nonprofit with its needs)

**Multiple Choice and Short Answer In-class Exam (10%, maximum of 10 points)** The purpose of this assignment is to demonstrate knowledge of management and governance principles, tools, and practices for nonprofits and the external policies and expectations affecting them. The required readings will be the source for questions.

**Management or Governance Topic Paper (18%, maximum of 18 points)**

The purpose of this assignment is to provide an opportunity to elaborate or augment the topics covered in the course. Each student is expected to write a four page double-spaced report on a nonprofit management or governance topic. Two additional references, besides course readings, must be used for the paper and fully cited. The relevance of this topic must be noted by linking it to a news item about a particular nonprofit that was published in the last four years. This news item does not count as one of the additional references needed for the paper and must be attached to the paper. This attachment does not count towards the page limit. The paper can be turned in at any time during the course. The professor is willing to read a draft and provide feedback before final submission.

**READINGS**

There are required and optional readings as designated in the schedule. They are on-line, in a textbook, or class handouts. The book is: Managing Nonprofit Organizations by Tschirhart & Bielefeld, (2012), San Francisco: John Wiley & Sons. Book is noted as MNO in schedule. Not all handouts are in the schedule. Copies of the book are on library reserve.

## POLICIES

**Classroom conduct:** Laptop computers, tablets and other devices are allowed as needed for course purposes only. Students are expected to be respectful of their colleagues and guests during class.

**Grade Appeals:** You may appeal your grade on an assignment if you think the grade does not reflect the quality of your performance on the assignment. To appeal a grade, submit a clear written explanation to me describing why you believe the assigned grade is inappropriate within one week after your work is returned. In considering an appeal, I will not re-grade an individual component of an assignment; instead I will re-grade the entire assignment. As a result, the final grade for the re-graded assignment may be greater than, less than, or equal to the original grade.

**Academic Integrity:** The Ohio State University and Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's *Code of Student Conduct*, and that all students will complete all academic and scholarly assignments with fairness and honesty. Failure to follow the rules and guidelines established in the University's Code of Student Conduct may constitute "Academic Misconduct." Sanctions for misconduct could include a failing grade in this course and suspension or dismissal from the University. In the Ohio State University's *Code of Student Conduct*, Section 3335-23-04 defines academic misconduct as "any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's *Code of Student Conduct* is never considered an excuse for academic misconduct. If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

## RESOURCES

**Writing Consulting:** Students wishing to have additional help with the writing of their papers can meet with a consultant at the Writing Center (<https://cstw.osu.edu/writing-center>).

**Library Assistance:** The Glenn College has a dedicated librarian at OSU Libraries, David Lincove ([lincove.1@osu.edu](mailto:lincove.1@osu.edu)), who can help provide research assistance.

**Disability Statement:** Students with disabilities that are certified by the Office for Disability Services will be appropriately accommodated and should inform the instructor as soon as possible of their needs. The Office for Disability Services is located in 150 Pomerene Hall, 1760 Neil Avenue; telephone 292-3307; TDD 292-0901; <http://www.ods.ohio-state.edu/>.

DATE	ASSIGNMENTS	MAIN TOPIC	KEY LEARNING
<b>Week 1</b>			
Aug 26 (W)	none	Course Intro	Nonprofit types
Aug 28 (F)	Required reading: <ul style="list-style-type: none"> <li>• MNO chap 1</li> <li>• MNO chap 2</li> <li>• OANO standards</li> </ul>	Effective and Ethical Nonprofits	Standards for nonprofits
<b>Week 2</b>			
Sep 2 (W)	Required reading: <ul style="list-style-type: none"> <li>• Starting a NPO</li> <li>• MNO chap 3</li> </ul>	The Value Proposition & Founding Story	Why and how be a nonprofit
Sep 4 (F)	Go to <a href="http://www.guidestar.org">www.guidestar.org</a> and gather info on one nonprofit to possibly use for group project (also check out nonprofit's website). Bring idea for nonprofit to class.	Group Forming and Group Assignment Overview	What can be discovered about a specific nonprofit What is a strong case for support
<b>Week 3</b>			
Sep 9 (W)	Required reading: <ul style="list-style-type: none"> <li>• MNO chap 4</li> <li>• Who decides?</li> <li>• Nonprofit bylaws</li> </ul>	Nonprofit structure and rules	Structure and rules to best achieve mission
Sep 11 (F)	Required case preparation: <ul style="list-style-type: none"> <li>• <b>CASE: Board Chair's Dilemma</b></li> </ul>	Application of Ideas to Case	What recommend and why
<b>Week 4</b>			
Sep 16 (W)	Optional: <ul style="list-style-type: none"> <li>• Analyzing the dynamics...</li> </ul> Bring to class annual report Required reading: <ul style="list-style-type: none"> <li>• MNO chap 5</li> <li>• MNO chap 6</li> </ul>	Strategy and Resource Acquisition	What are reasonable strategies and goals for revenue generation
Sep 18 (F)	Required case preparation: <ul style="list-style-type: none"> <li>• <b>CASE: Casa de Esperanza</b></li> </ul>	Application of Ideas to Case	What recommend and why
<b>Week 5</b>			
Sep 23 (W)	Required reading: MNO chap 7 <b>GUEST SPEAKER Mark Van Benschoten</b> Principal   Rea & Associates, Inc.	Financial Stewardship	How find and manage financial concerns
Sep 25 (F)	Optional: <ul style="list-style-type: none"> <li>• The Looking Glass World...</li> </ul> Required reading: <ul style="list-style-type: none"> <li>• MNO chap 8</li> </ul>	Nonprofit and Social Marketing	How engage in strategic marketing (Videos)
<b>Week 6</b>			
Sep 30 (W)	Required case preparation: <ul style="list-style-type: none"> <li>• <b>CASE: Pineville Hearing and...</b></li> </ul>	Application of Ideas to Case	What recommend and why

Oct 2 (F)	If have one, bring marketing or fundraising piece and 990 from a nonprofit to class for class exercise	CLASS EXERCISE	Identification of use of best practices
<b>Week 7</b>			
Oct 7 (W)	Optional: <ul style="list-style-type: none"> <li>Reframing Governance</li> <li>Updating the leadership...</li> </ul> Required reading: <ul style="list-style-type: none"> <li>MNO chap 9</li> <li>MNO chap 10</li> </ul> Bring bylaws, if have a copy, to class	Boards and Governance, Executive Directors	How build and maintain a strong board  How recruit and support CEO
Oct 9 (F)	Required case preparation: <ul style="list-style-type: none"> <li><b>CASE: The Evolving Board...</b></li> </ul>	Application of Ideas to Case	What recommend and why
<b>Week 8</b>			
Oct 14 (W)	Optional: <ul style="list-style-type: none"> <li>Show Me...</li> </ul> Required reading: <ul style="list-style-type: none"> <li>MNO chap 11</li> <li>MNO chap 12</li> </ul>	Volunteer and Staff Management	How recruit and mobilize paid staff and volunteers
Oct 16 (F)	NO CLASS		
<b>Week 9</b>			
Oct 21 (W)	Required case preparation: <ul style="list-style-type: none"> <li><b>CASE: Managing a NGO</b> Terakoya</li> </ul>	Application of Ideas to Case	What recommend and why
Oct 23 (F)	Required Reading: <ul style="list-style-type: none"> <li>The Nature Conservancy...</li> <li>Mission, Message...</li> <li>MNO chap 14</li> </ul>	Public and Government Relations	How communicate with external audiences to advance mission
<b>Week 11</b>			
Oct 28 (W)	Required case preparation: <ul style="list-style-type: none"> <li><b>CASE: Shark Fundraising...</b></li> </ul>	Application of Ideas to Case	What recommend and why
Oct 30 (F)	Required reading: <ul style="list-style-type: none"> <li>MNO chap 15</li> <li>MNO chap 16</li> </ul>	Change, Innovation, Partnerships, Alliances, Affiliations	What change is feasible and likely worthwhile and with whom should a nonprofit work
<b>Week 12</b>			
Nov 4 (W)	Required case preparation: <ul style="list-style-type: none"> <li><b>CASE: Getting to Yes...</b></li> </ul>	Application of Ideas	What recommend and why
Nov 6 (F)	IN-CLASS EXAM	Ideas in Course Readings	Principles, practices, and policies related to nonprofit management and governance

<b>Week 13</b>			
Nov 11 (W)	NO CLASS		
Nov 13 (F)	Required reading: MNO chap 17 <b>TRENDING TOPIC</b> <b>GUEST SPEAKER</b>	Future of Nonprofit Management and Governance	What new opportunities and challenges will future nonprofit leaders face
<b>Week 14</b>			
Nov 18 (W)	Prepare group drafts, see checklists on Carmen for handout and slides	Group Working Session	<b>Send draft slides &amp; handout to professor for feedback</b>
Nov 20 (T)	Analyze group process and determine next steps	Group Working Session	<b>Send professor <i>Group Status Report</i></b>
Nov 25, 27	NO CLASSES		
<b>Week 15</b>			
Dec 2 (W)	CLASS PRESENTATIONS WITH HANDOUTS	Analyzing Nonprofits	What demonstrates effective management and governance
Dec 4 (F)	CLASS PRESENTATIONS WITH HANDOUTS	Analyzing Nonprofits	What demonstrates effective management and governance
<b>Week 16</b>			
Dec 9 (W)	CLASS VOTE ON DONATION RECIPIENT, DE-BRIEFING ON COURSE	Putting it all together	Key Learnings