

**Nonprofit Management and Governance**  
**PUBAFRS 7553**  
**Fall 2015**

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**Class day and time:** Tuesdays and Thursdays 11:10 am to 12:30 pm

**Class location:** Mendenhall 125

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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 7553 is an advanced survey course on nonprofit management and governance with a concentrated focus on assessing and managing nonprofit capacity to achieve organizational performance and system impact. We'll use multiple learning methods including lectures, case studies, exercises, presentations and written assignments to enhance understanding of options for addressing management and governance challenges experienced by nonprofits.

Topics include building capacity of nonprofits, enhancing mission achievement, making structural and strategic choices, attracting and stewarding resources, effectively governing, managing executive director dynamics, facilitating strategic human resource management including volunteers, garnering philanthropic support, and establishing and maintaining a government relations program. To round out the course, we will discuss strategic alliances, innovation and change, and trends in nonprofit management and governance. This course is not open for students with credit for 880.06.

**LEARNING OBJECTIVES**

Upon successful completion of this course, students will:

- Gain understanding of perspectives, policies, and practices related to nonprofit management and governance
- Demonstrate methods and apply tools of nonprofit management through discussion, case study analysis, group investigation, and other techniques
- Hone knowledge and skills relevant to nonprofit management by critically 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

**Brief Case Analyses (30% -- best 2 out of 3 case 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 schedules (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 analysis papers. 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 the case
- Analysis of the challenge using course ideas
- Suggested response to the challenge
- Justification of the response using course ideas.

The analysis should not just be a simple restatement of facts presented in the case. Nor should it be a simple affirmation of an action already taken by an actor in the case. Facts should be distinguished from assumptions. Ideas from course readings and lectures should be used. The paper should be double-spaced with 12 point font and be no longer than three and a half pages. Bulleted lists, tables and exhibits do not need to be double-spaced. Analyses will be graded only if they are submitted before the case is discussed in class. Submission is through Carmen, via e-mail to professor at tschirhart.2@osu.edu, or by giving the professor a hard copy at beginning of class in which case is discussed. Students are expected to 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 ability to assess the management and governance of a nonprofit and see opportunities for improvement. To achieve this goal, students will be assigned to a group and the group will investigate a nonprofit using on-line resources and one 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 ten minute 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 despite any management or governance challenges it is facing. The argument most likely will be different for each organization. Nonprofits based outside the U. S. 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 qualify for the assignment or wish to make a case for using a nonprofit that does not fit the criteria. Grading criteria is in a handout available on Carmen.

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 follows applicable ethical and professional standards
- Quality of management and governance (internal capacity assessment)
- How \$1000 will help nonprofit with its management or governance needs

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

**Management or Governance Topic Paper (20%, maximum of 20 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 4½ to 5 page double-spaced report on a nonprofit management or governance topic. The paper must go beyond the information presented for the course. Three additional references, besides course readings, must be used for the paper and 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.

**Class Attendance and Participation (10%, 10 points maximum):** Meaningful class sessions depend on student preparation and participation. Missing class, not being prepared, and not actively contributing to discussions and group activities will adversely affect the learning environment. Active discussion participation involves adding relevant comments that build fellow students' understanding of material, challenge and/or clarify ideas expressed by others, integrate material from past classes and courses, and show evidence of analysis rather than mere opinion. My assumption is that all students will invest in their learning by coming to class prepared and effectively engaging in activities and thus receive the maximum points possible. Five points will be deducted from the final grade if you miss more than a third of the course classes. Up to five points will be deducted if you come to class obviously ill-prepared and do not effectively engage in class activities on a regular basis. Up to five points will be deducted if other members of your group report that you have not been an active contributing participant in your group. No more than ten points total will be deducted for poor attendance and participation.

## **READINGS**

Required and optional readings are designated in the schedule. They include articles and cases available on-line, a textbook, and class handouts. The book is: Managing Nonprofit Organizations by Tschirhart & Bielefeld, (2012), San Francisco: John Wiley & Sons. Book is noted as MNO in course schedule. Not all handouts are listed in the schedule.

## POLICIES

**Classroom conduct:** Mobile devices should be turned off. 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 desiring additional help with 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/>

# SCHEDULE

DATE	ASSIGNMENTS	MAIN TOPIC	KEY LEARNING
<b>Week 1</b>			
Aug 25 (T)	none	Course Intro	Nonprofit types
Aug 27 (R)	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 1 (T)	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 3 (R)	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 8 (T)	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 10 (R)	Required case preparation: <ul style="list-style-type: none"> <li>• CASE: <b>Board Chair's Dilemma</b></li> </ul>	Application of Ideas to Case	What recommend and why
<b>Week 4</b>			
Sep 15 (T)	Required reading: <ul style="list-style-type: none"> <li>• Analyzing the dynamics...</li> <li>• MNO chap 5</li> <li>• MNO chap 6</li> </ul> Bring to class annual report	Strategy and Resource Acquisition	What are reasonable strategies and goals for revenue generation
Sep 17 (R)	Required case preparation: <ul style="list-style-type: none"> <li>• CASE: <b>Casa de Esperanza</b></li> </ul>	Application of Ideas to Case	What recommend and why
<b>Week 5</b>			
Sep 22 (T)	Required reading: MNO chap 7 GUEST SPEAKER <b>Mark Van Benschoten</b> Principal   Rea & Associates, Inc.	Financial Stewardship	How find and manage financial concerns
Sep 24 (R)	Required reading: <ul style="list-style-type: none"> <li>• The Looking Glass World...</li> <li>• MNO chap 8</li> </ul>	Nonprofit and Social Marketing	How engage in strategic marketing? (Videos)

<b>Week 6</b>			
Sep 29 (T)	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 1 (R)	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 6 (T)	Required reading: <ul style="list-style-type: none"> <li>• Reframing Governance</li> <li>• Updating the leadership...</li> <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 8 (R)	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 13 (T)	Required reading: <ul style="list-style-type: none"> <li>• Show Me...</li> <li>• MNO chap 11</li> <li>• MNO chap 12</li> </ul>	Volunteer and Staff Management	How recruit and mobilize paid staff and volunteers
Oct 15 (R)	NO CLASS		
<b>Week 9</b>			
Oct 20 (T)	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 22 (R)	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 27 (T)	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 29 (R)	Required reading: <ul style="list-style-type: none"> <li>• MNO chap 16</li> </ul>	Change and Innovation	What change is feasible and likely to be worthwhile
<b>Week 12</b>			
Nov 3 (T)	Required reading: <ul style="list-style-type: none"> <li>• MNO chap 15</li> </ul>	Partnerships, Alliances,	With whom should a nonprofit work and how collaborate or
Nov 5 (R)	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

<b>Week 13</b>			
Nov 10 (T)	IN-CLASS EXAM	Ideas in Course Readings	Core principles, practices, and policies related to nonprofit management and governance
Nov 12 (R)	Required reading: chap 17 TRENDING TOPIC GUEST SPEAKER	Future of Nonprofit Management and	New opportunities and challenges facing future nonprofit leaders
<b>Week 14</b>			
Nov 17 (T)	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 19 (R)	Analyze group process and determine next steps	Group Working Session	<b>Send professor <i>Group Status Report</i></b>
<b>Week 15</b>			
Nov 24 (T)	Student Pick – Topic TBA		
Nov 26 (R)	NO CLASS		
<b>Week 16</b>			
Dec 1 (T)	CLASS PRESENTATIONS WITH HANDOUTS	Analyzing Nonprofits	What demonstrates effective management and governance
Dec 3 (R)	CLASS PRESENTATIONS WITH HANDOUTS	Analyzing Nonprofits	What demonstrates effective management and governance
<b>Week 17</b>			
Dec 8 (T)	CLASS VOTE ON DONATION RECIPIENT, DE-BRIEFING ON COURSE	Putting it all together	Key Learnings