PSM C3104: Nonprofit Management and Fundraising
City College of New York
Spring 2012

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Office Hours: Mondays 3-4 p.m. and by appointment

Course meets Mondays, 4:50 – 6:50 p.m. in NAC 4/148

Course Description

Effective management and fundraising in the nonprofit sector require an understanding of the diversity of the sector and of the broader political and economic environment in which the sector is embedded in the United States. This course focuses on both subjects, with the aims of deepening your knowledge (theoretical and practical) of key issues that relate to nonprofit management and fundraising and of strengthening your skills as a practitioner in public service. The course:

1. Provides an overview of the nonprofit sector – the size and composition of the nonprofit sector, theoretical explanations for nonprofit organizations and the tax and legal issues that define the sector.

2. Introduces you to the core management functions in nonprofit organizations (governance, strategy development, revenue generation, financial management, volunteer management) and approaches for managing each effectively.

3. Explores the political and economic context in which the nonprofit sector operates, especially in terms of (1) where nonprofits are situated in relation to the public and private sectors and (2) the distinctive qualities of the philanthropic environment for nonprofits in the United States.

4. Examines some of the specific challenges and opportunities in fundraising and development work within the nonprofit sector, with an eye toward developing your knowledge and skills around how to do effective fundraising.
Learning Objectives

Upon successful completion of the course, students should be able to:

1. Discuss theories that explain the existence of the nonprofit sector and the implications of those theories for the competencies important to effective nonprofit management.

2. Identify and evaluate the core management functions in nonprofit organizations and be familiar with how to undertake these approaches.

3. Articulate and assess approaches to fundraising and development in the nonprofit sector.

4. Demonstrate critical thinking and writing skills.

Course Policies, Assignments, and Grading

This course is a seminar; class sessions will involve a combination of presentations and extensive discussion of material assigned for each week. You are expected to be fully prepared and actively involved in each session. We will work together with the same level of personal commitment, intellectual investment, self-responsibility, and professionalism as would be case in the workplace of a government agency or nonprofit organization. We are resources for each other in the learning process, and we share the obligation to contribute to the full measure of our abilities.

Your final grade in the seminar will reflect a combination of the following:

Class Participation and Presentation (10 percent): All readings must be completed by each of you in advance of each class session. The readings will serve as the starting point for presentations, discussion, the application of concepts, and the practice of essential skills. Attendance is essential, and you must participate in each meeting of the seminar in an informed way. In addition, each of you will play a role in kicking off a session of the seminar with a 5-7 minute presentation that provokes discussion.

Nonprofit News Presentation/Reflection (1 @ 10 percent). As graduate students in the PSM Program, you should be regular consumers of news about the nonprofit and public sectors. Issues involving nonprofit management and fundraising are a regular element in blogs, local and national newspapers and, of course trade publications. News stories provide a window into emerging issues and major challenges facing the nonprofit sector. Each week (beginning with the February 6) at least one of you will be responsible for identifying a news article for the class to read, a brief reflection on the
key issues the article raises and leading a discussion about the article. We may have more than one of you present in a given week.

**Case Memorandum (25 percent).** Memos are an essential element of professional writing in public service. You must be able to engage in effective written communication as a means of conveying ideas, presenting analyses and/or persuading colleagues of a course of action that you recommend. Memos serve this purpose. For this course, you will prepare a 3-4 page memo, on The College Summit case, prior to our class discussion on February 27. I will provide you with details on the assignment one week prior to when the memo is due (and up for discussion in the seminar).

**Midterm Exam (25 percent).** You will complete a take home midterm exam for the course, due by Monday, March 26 at 6:50 p.m.

**Final Exam (30 percent).** You will complete a take home final exam for the course, due by Monday, May 21 at 5 p.m.

**Late Assignments.** Late assignments will be penalized, with reductions of one-third of a grade for each day late beginning 15 minutes after an assignment is due (e.g., from A- to B+, from B+ to B).

**Plagiarism.** In written work, please be sure to carefully cite any work that is not your own – whether a direct quotation or something that you are paraphrasing. If you are ever in doubt about what constitutes plagiarism, talk with me.

**Cell phones and laptops.** Cell phones and laptops should always be turned off during class. They are a distraction to your classmates and to me.

**Required Text.** Many of the course readings will be articles that are either available on-line or will be distributed over e-mail as pdfs. You must purchase one text for the course:


In addition, you need to purchase two management case studies from the Harvard Business School, which we will discuss in class. You can purchase them on-line:

**NAACP** Use hyperlink or available at:  

**College Summit: Rethinking the Relationship Between Growth and Impact**; Use hyperlink, or available at :  
Course Schedule

January 30

Topics:  
1. Course Overview  
2. Introductions  
3. Brief History of Nonprofits in the United States

Readings:  
None

February 6

Topics:  
1. The Role of the Nonprofit Sector  
2. Nonprofits versus Public and Private Sectors  
3. Political and Economic Context for Nonprofit Sector

Readings:  

February 13 – No class because Lincoln’s Birthday

February 21 – Tuesday class because of Presidents Day

Topics:  
1. Leading Nonprofit Organizations  
2. Boards and Governance of Nonprofits  
3. Strategic Management of Nonprofits

Readings:  
Worth, Chapters 4, 5, and 7  
NAACP HBS Case Study
February 27

**Topics:**
1. Social Entrepreneurship in the Nonprofit Sector
2. Articulating Mission and Achieving Impact
3. Managing Growth and Decline

**Readings:**
Worth, Chapters 6 and 16
College Summit Case Study

March 5 – No class

March 12

**Topics:**
1. Communication and Marketing
2. Advocacy and Lobbying
3. Contracts, Collaboration, and Competition

**Readings:**
Worth, Chapters 8, 10, and 14.

March 19

**Topics:**
1. Managing Trust in the Nonprofit Sector
2. Clients, Customers, and Volunteers
3. Public Knowledge and Attitudes about Nonprofits

**Readings:**
Worth, Chapter 9

March 26 – No class – Take home midterm due by 6:50 p.m.
April 2

**Topics:**
1. Financial Leadership in the Nonprofit Sector
2. Nonprofit Finance
3. From Social Enterprise to Government Contracts – Sources of Revenue in the Nonprofit Sector

**Readings:**
- Worth, Chapters 11, 12, & 13

April 9 – Spring break

April 16

**Topics:**
1. History of Philanthropy in the United States
2. Private and Family Foundations

**Readings:**
- Zunz, Introduction and Chapters 1-4

April 23

**Topics:**
1. Strategic Challenges in Philanthropy
2. Corporate Donors
3. The Uses of Technology in Fundraising

**Readings:**
- Zunz, Chapters 7-8

April 30

**Topics:**
1. Strategic Challenges in Nonprofit Fundraising
2. Corporate Philanthropy
3. The Role of Volunteers in Fundraising
4. How to Define Value for a Donor


May 7
Topics: 1. The Role of Individual Donors
2. Building the Capacity of the Nonprofit Sector


May 14
Topics: 1. Managing Reform
2. Engaging Stakeholders for Reform in a Complex Environment

Reading: Watch on-line video:
http://www.urban.org/events/Future-of-Nonprofits.cfm