San José State University
Political Science
PADM 220, Non-Profit Management

Fall 2022

Course and Contact Information

Instructor:	Rania Marwan
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Office Hours:	Mondays and Wednesdays from 9:00-10:45 and by appointment via Zoom Zoom room link: https://sjsu.zoom.us/my/raniamarwan
Class Days/Time:	Wed 6:00-8:45 pm
Classroom:	Zoom

Course Overview

This course is an introduction to the topics relevant in the field of nonprofit management, with a focus on U.S.-based nonprofits that provide service in the sectors of education, health and human services, arts and culture, and international affairs. The course covers traditional topics related to nonprofit management, including the theoretical foundations of the sector, leadership, accountability, capacity-building, marketing and communications, financial management, volunteer management, and advocacy and lobbying. The course also strives to provide an introduction to the diverse and changing nonprofit philanthropic landscape through discussion of resource development, and related concepts and tools such as community foundations, social entrepreneurship, impact investing, and global philanthropy.

Course Format

Only one Zoom class will be held during the Wednesday of each week of the class on the official allotted time for PADM 213 (from 6:00 to 8:45). The instructor might schedule further zoom meetings and upload Panopto recordings on Canvas related to the material covered during class. In order for this to be a positive learning experience for everyone, it is important to log on to Zoom during the class gatherings. Students HAVE TO keep their video on, and microphone muted (when you are not speaking) during the class session. If you have any issues with sharing your video feed, adhering to this policy, or anything else related to your use of Zoom please notify me via email in the first week of class. I'm happy to consider and provide accommodations, but you will need to be in communication with me. Students who attend all classes and show active participation during class discussions will receive 3 extra points on their final grade.

 To foster class discussion, you are also required to post one open-ended question and two responses via the online platform, Packback. Packback Questions is a way to engage students through online discussion.

Participation is a requirement for this course, and the Packback Questions platform will be used for online discussion about class topics. Packback Questions is an online community where you can be fearlessly curious and ask open-ended questions to build on top of what we are covering in class and relate topics to real-world applications. The assigned readings should be read before the class meeting and the relevant discussions started on Packback.

Faculty Web Page and MYSJSU Messaging

Course materials such as syllabus, handouts, notes, assignment instructions, etc. can be found on [Canvas Learning Management System course login website](). You are responsible for regularly checking with the messaging system through [MySJSU]()on [Spartan App Portal]() to learn of any updates. For help with usng Canvas see [Canvas Student Resources page](). Please make sure you are consistently reachable via the messaging system as e-mails through the Canvas system and the student's individual e-mails are how I maintain contact with the class over the course of the semester. The responsibility for being up to date on developments in the class and assignments lies with the student.

By enrolling in this course, you consent to all course requirements listed in this syllabus, published on our Canvas site, and announced in class. You accept responsibility for accessing the Canvas course website to download any required handouts, assignments, or readings. You also accept responsibility for checking the course website regularly for any announcements. You also accept responsibility for receiving any messages sent via the MySJSU email system. Make sure that MySJSU has your current email address. I will make every effort to promptly return emails between M-F. If I do not respond within 24 hours, please feel free to send me another email. I will answer emails on the weekends and evening, though I can't guarantee prompt response at those times. I am available to meet with you by appointment if you have class or work during my regularly scheduled office hours.

Course Goals

To understand the nuances of nonprofit management, the course has the following learning objectives: (1) Understand the historical development and characteristics of the nonprofit sector. This is assessed through Packback and in class discussions. (2) Ensure that the student understands the theories and best practices related to leadership in nonprofit organizations. This is assessed through the completion of Packback and in class discussions (3) Ensure that the student understands how to perform strategic planning, build accountability and integrate performance evaluation in nonprofit organizations, which is assessed through the final project.

Course Learning Outcomes (CLO)

1. LO1: Understand the historical and theoretical foundation of nonprofit management. This outcome is assessed by In-Class Participation, Packback Discussions, Lead presentations and Midterm.

2. LO2: Understand leadership in nonprofit management, the strategic planning process and capacity building. This outcome is assessed by In-Class Participation, Packback Discussions, Midterm, Cases, Final project.

3. LO3: Understand how performance evaluation and accountability is integrated in nonprofits. This outcome is assessed by In-Class and Packback discussions participation, Lead Presentations, Midterm and Final Project.

4. LO4: Understand the different marketing tools and earned income strategies adopted by nonprofit organizations. This outcome is assessed by In-Class and Packback discussions participation, Lead Presentations, Cases, and Final Project.

Required Texts/Readings

Textbook

- Worth, Michael J. *Nonprofit management: Principles and practice*. CQ Press, 2020. (sixth edition)

- Libby, Pat, and Laura Deitrick. *Cases in nonprofit management: A hands-on approach to problem solving*. SAGE Publications, 2016.

Other Readings:

 Links for additional readings from online resources will be posted on the course Canvas website. It is your responsibility to read all assigned materials (text and additional readings) prior to the lecture and class discussion.

Class Speakers

Throughout the semester, several invited speakers from nonprofit organizations in the local community will present their own real-world experiences relative to topics we are covering in the course. These presentations and visits may occasionally require a change in the scheduled course materials for a particular class period. Therefore, it is important that you keep up on course announcements in order to stay abreast of any updates or changes. The speakers are intended to add an element of hands-on, real-world exposure to our academic course material, but they will require us to remain flexible as far as our course schedule.

Course Requirements and Assignments

Cases (30% of grade) aligns with CLO 2 and 4. In the assignment students are required to post 5 case analysis throughout the semester. The case topics and due dates are shown below. The grade for this assignment is earned by posting the **primary post** and responding to **at least 3** other posts. If you choose to cite literature we have not read in class, a full bibliographic citation must be included. Students will be evaluated on participation, timeliness of submissions, thoughtful analyses of the discussion, and communication skills. Each set of posts is worth 6%. The purpose of the discussion board and posting throughout the week is to create a sense of community around a topic.

The response to the case analysis should be done in light of what is discussed in the lectures and in reference to the prompt that is presented with the case questions (there might be links provided as well). In the case analysis you are urged to evaluate and analyze the case based on the information you are learning and by answering three important questions:

- Who are the parties involved?
- What do they have at stake?
- How do the rules shape the outcome?

Each post must be at least equal to 250 words minimum to qualify, and 500 words maximum to be considered and "A" posting. Students will need to post:
- Primary post (due Wednesday at 11:59 pm)
- Rebuttals – at least 3 (due Saturday at 11:59 pm, throughout the week)

The primary post is due during the early part of the week (Mon-Wed) and the rebuttals are due during the latter part of the week (Thurs-Sat). The deadline for the primary post is Wednesday, 11:59 pm and the rebuttals by Saturday, 11:59 pm. The entire post closes on the Saturday of the week listed at 11:59 pm. In addition to the

primary post, short rebuttals and comments on your colleagues' posts are due as well. The schedule for case analysis posts is:

Case Analysis Topics	Period for Primary Post	Period for rebuttals
1. Case # 1 *Successful Grant Proposal*	Feb 14-Feb 16	Feb 17-Feb 19
2. Case # 2 *Managing the Nonprofit*	Mar 07-Mar 09	Mar 10-Mar 12
3. Case # 3 *Developing Strategy and Building Capacity*	Mar 14-Mar 16	Mar 17-Mar 19
4. Case # 4 *Managing Staff and Volunteers*	Apr 11-Apr 13	Apr 14-Apr 16
5. Case # 5 *Advocacy and Lobbying*	Apr 25-Apr 27	Apr 28-Apr 30

Midterm (20%) aligns with CLO 1, 2 & 3. The Midterm will be online, multiple-choice, short answer, and essay questions, and will cover the contents of the chapters you have learned. Exams are to be completed independently, without getting help from anyone nor going to the internet for help. Make-up exams will only be allowed with a qualified excuse; any exams missed due to an unexcused absence receives a grade of zero.

 Final Group Project (25% of grade) aligns with CLO 2, 3 & 4. For this project, students will be working in groups of 2, you will develop a non-profit organization from scratch. This project will be a work in progress, where deliverables will be required throughout the life of this course. The final project will be presented by the end of the semester. Details for this assignment will be provided within Canvas.This project is a work in progress, where deliverables will be required throughout the life of this course. The final project will be **presented** by the end of the semester.

1. *Nonprofit Identification*. You are required to write in couple of sentences what type of non-profit you want to create, for what purpose? What are the non-profits in the area that provide a similar service? Why is your non-profit important? This assignment is due on Wednesday 02/09/2022 by 11:59 pm

2. *Phase 1 of the project (Draft)*. You are required to upload on Canvas 1 to 2 pages double spaced document describing the resources you will be needing, the activities to be performed and the desired output. This assignment is due on Wednesday 02/23/2022 by 11:59 pm

3. *Phase 2 of the project (Draft)*. Each group will submit a 2 to 3 pages double spaced document describing:
    - The vision/ mission/ goals
    - SWOT analysis
    - Strategic plan
    - Brandraising model
    - Earned Income strategies
   This assignment is due 03/23/2022 by 11:59 pm to be uploaded on Canvas.

4. *Phase 3 of the project (Draft)*. Each group will submit a 1- 2 pages double spaced document describing how will they measure performance in their nonprofit. This assignment is due on Wednesday 04/20/2022 by 11:59 pm

5. *Final Project Submission (20%)*. This assignment is basically combining the 3 phases into one coherent document and submitting it. At this point you already received feedback on your drafts, and basically working on the comments I gave you and bringing it together into one final project. Your grade is based on your final submission, and not on the submission of the drafts. This assignment is due on Wednesday 05/18/2022 by 11:59 pm

6. ***Final Project Presentation (10%).*** Each group will present their final project in a 20 min presentation. and 5 mins for questions. All group members must present, the presentation rubric will be posted on Canvas. The presentations will be divided into class sessions. The professor will upload on Canvas the schedule of presentations. This assignment is due during class on either Wednesday on 05/04/2022 or 05/11/2022 depending on the schedule of presentations.

Packback discussions (15% of grade) aligns with CLO 1, 2, 3, & 4. Participation is a requirement for this course, and the Packback Questions platform will be used for online discussion about class topics. Packback Questions is an online community where you can be fearlessly curious and ask open-ended questions to build on top of what we are covering in class and relate topics to real-world applications.

Packback Requirements:
- Your participation on Packback will count toward 15% of your overall course grade.
- There will be a Weekly Wednesday at 5:00 pm deadline for submissions. In order to receive your points per week, you should submit the following per each deadline period:
  o 1 open-ended Question per week with a minimum Curiosity Score of 30, each worth 33.33% of each assignment grade
  o 2 Responses per week with a minimum Curiosity Score of 30, each worth 66.67% of each assignment grade
  o Half credit will be provided for questions and responses that do not meet the minimum curiosity score.

Weekly Group Lead Presentation (10% of grade) aligns with CLO 1, 3 & 4. During our weekly class meetings, you will be randomly assigned into groups of **two**. You will be responsible for leading the class discussions in relation to the assigned readings. The allotted time for this assignment is 20 to 25 mins, during which you can use PowerPoint or any other form of technology that you see appropriate. I will assign the dates of the presentations and post them on CANVAS. To achieve the full 10% of your grade, you are required to comment/question to **3** presentations of your colleagues. A list of assigned peer reviewers will be posted together with the list of presentations on CANVAS. Make sure to upload your slides by Wednesday 5:00 pm, the day of your presentation on Canvas.

Grading Information

In this course, students will not be graded on attendance. This class is primarily based on doing the readings and regularly making the submissions and sticking to the deadlines. Your grades will be calculated as follows:

Grading Scale

Grade	*Percentage*
A +	*96 to 100%*
A	*93 to 95%*
A -	*90 to 92%*
B +	*86 to 89 %*
B	*83 to 85%*
B -	*80 to 82%*
C+	*76 to 79%*
C	*73 to 75%*
C -	*70 to 72%*
D +	*66 to 69%*
D	*63 to 65%*
D -	*60 to 62%*

Summary Course Assignments and Weights

Assignment	Weight %		
Cases	**30**		
Final Project:	**25:**		
1. Phase I			
2. Phase II			
3. Phase III			
4. Final Project	15		
5. Final Project Presentation	10		
Online Packback discussions	**15**		
Midterm	**20**		
Weekly Lead Case Presentation	**10**		

Make-up/Late Policy

There are no make-up exams or other assignments without appropriate documentation (serious medical illness or serious medical emergency, religious holiday, pre-approved university-sanctioned event or activity, military orders, family emergency) that you were unable to complete the assignment on time.

This also applies to in-class assignments. If you are seriously ill, you must notify me as soon as possible by email or on my office phone that you will be unable to complete an assignment on time. Except in cases of documented medical emergency, you MUST notify me before the scheduled assignment. Out of fairness to your colleagues, work, missing an alarm, and generally not feeling well will not be accepted excuses for missing assignments. Be sure you schedule all of our assignments right away. If you have a vacation or similar event planned during one of these assignment days, you may want to take this course during another session or make arrangements to hand in the assignment early.

Major assignments like the policy paper will be graded if handed in late; however, these will be penalized commensurate with how late they were. If you have reason to think you will not make a deadline, always at least discuss it with me first. I can't guarantee anything, but I can guarantee a fair hearing. Communication will always lead to a better outcome for you than not communicating.

Classroom Policies and Protocol

Attendance and participation

Students may be called upon by name to address concepts from the readings. Students should take the time and effort to read the materials when they are assigned and be prepared to actively participate in discussion of the topics, using both citations of the readings and their own defended views. Small group discussions during class will only enhance learning if each participant is prepared to contribute to the group's learning. In addition to the fact that students are graded on the quality and quantity of classroom participation, regular attendance will enhance your grade by virtue of giving students the opportunity to develop the knowledge necessary to complete assignments that might not otherwise be available except from class discussion.

Cellphones, laptops, and other technology

You may not use your cell phone in class for non-class purposes. If you need to have it on for family reasons, please let me know ahead of time, turn it on vibrate and keep it out of sight to the extent possible. If you must make an emergency text, feel free to step outside of class. All other texting needs to take place before or after class. Laptops, tablets, and other such technology are allowed in class but for notetaking and educational use only. I reserve the right to bar specific students from using these technologies if they are making inappropriate use of them during class time. Please see me if you have questions about this policy or questions regarding SJSU academic accommodations related to this policy.

Recording of Lectures

I do not intend to record the Zoom lectures online for a number of reasons. (1) I do not record them when the class is in person and, to the extent that it is possible, I am trying to maintain some level of parity with how the class is usually delivered. (2) The primary benefit of a synchronous learning environment is that you may ask questions to probe for clarification in real time. Studies have shown that when students know there will be a recording of class lecture, it provides an incentive for them not to pay full attention in the moment. As such, barring extenuating circumstances, I do not intend to record my lectures for distribution to the class.
Please obtain my permission before taking an audio or video recording of lectures or other class activities. I will almost certainly grant such permission, but it is common courtesy to let people know you will be recording them before you do so. Thus, out of respect to your colleagues and to me, please do not record this class without my explicit permission.

University Policies

Per University Policy S16-9, university-wide policy information relevant to all courses, such as academic integrity, accommodations, etc. will be available on Office of Graduate and Undergraduate Programs' Syllabus Information web page at http://www.sjsu.edu/gup/syllabusinfo/"

Workload and Credit Hour Requirements

Success in this course is based on the expectation that students will spend, for each unit of credit, a minimum of 45 hours over the length of the course (normally 3 hours per unit per week with 1 of the hours used for lecture) for instruction or preparation/studying or course related activities including but not limited to internships, labs, clinical practica. Other course structures will have equivalent workload expectations as described in the syllabus.

Useful Information for Students

SJSU Counseling Services

The SJSU Counseling Services is located on the corner of 7th Street and San Fernando Street, in Room 201, Administration Building. Professional psychologists, social workers, and counselors are available to provide consultations on issues of student mental health, campus climate or psychological and academic issues on an individual, couple, or group basis. To schedule an appointment or learn more information, visit Counseling Services website at http://www.sjsu.edu/counseling.

SJSU Writing Center

The SJSU Writing Center is located in Clark Hall, Suite 126. All Writing Specialists have gone through a rigorous hiring process, and they are well trained to assist all students at all levels within all disciplines to become better writers. In addition to one-on-one tutoring services, the Writing Center also offers workshops every semester on a variety of writing topics. To make an appointment or to refer to the numerous online resources offered through the Writing Center, visit the Writing Center website at http://www.sjsu.edu/writingcenter. For additional resources and updated information, follow the Writing Center on Twitter and become a fan of the SJSU Writing Center on Facebook.

PADM 220 – Nonprofit Management
Spring 2022

Course Schedule

Week	Date	Topic	Assigned Readings	Deliverables Due
Unit #1- Non-Profit Essentials				
1	Wednesday 01/26/22	-Course Introduction and Syllabus		
2	Wednesday 02/02/2022	- **Nonprofit Management as a Profession** Overview of the Nonprofit Sector Speakers: *Marsha Michele Lew ED of Health Trust*	**Worth, Chapter 1 & 2**	Packback discussion post (Chs 1 & 2) by 5:00
3	Wednesday 02/09/2022	- **Theories of the Nonprofit Sector**	**Worth, Chapter 3** Najam, Adil. 2000. "The Four C's of Government Third Sector-Government Relations." *Non-profit Management and Leadership.* 10(4): 375-396.	Packback discussion post **1. Non-profit identification** **- Lead Presentation**
4	Wednesday 02/16/2022	**Successful Grant Writing**	Worth, Chapter 15 Hall, J. *Grant Management.* Chapter 2. 2010. *Davis, B. "Writing a Successful Grant Proposal." Minnesota Council on Foundations. 2005	-Packback discussion post **- Case 1 due** **- Lead Presentation**
Unit #2- Managing the Nonprofit				

5	Wednesday 02/23/2021	- **Managing the Nonprofit Organization** Executive Leadership Ensuring Accountability and Measuring Performance	**Worth, Chapter 5, & 6** Ebrahim, Alnoor. 2003. "Making sense of Accountability: Conceptual Perspectives for Northern and Southern Nonprofits." *Non-profit Management and Leadership.* 14(2): 191-211	Packback discussion post **2. Phase I of the project due** **- Lead Presentation**
6	Wednesday 03/02/2021	**Midterm No Class meeting**		No Packback discussion post
7	Wednesday 03/09/2022	- **Developing Strategy and Building Capacity Collaborations, Partnerships, and Mergers**	**Worth, Chapter 7 & 8** Emerson, Kirk, Tina, Nabatchi and Stephen Balogh (2011). An Integrative Framework for Collaborative Governance, *Journal of Public Administration and Research Theory* 22: 1-29.	Packback discussion post **- Case 2 due** **- Lead Presentation**
8	Wednesday 03/16/2022	- **Marketing and Communications** *In-Class Video: What Nonprofits Can Learn From Coca-Cola," Melinda Gates, Tedx Change, September 2010*	Worth, Chapter 10 *Sargeant, A. "Arts Marketing." Chapter 10, *Marketing Management for Nonprofit Organizations.* Oxford. 2005.	Packback discussion post **- Case 3 due** **- Lead Presentation**
Unit #3- Nonprofit Sustainability Tools				
9	Wednesday 03/23/2022	-**Earned Income Strategies**	**Worth, Chapter 14** Salamon, Lester. 1993. "The Marketization of Welfare: Changing Nonprofit and For-profit Roles in the American Welfare State." *Social*	Packback discussion post **3. Phase II of the project due** **- Lead Presentation**

			Service Review. 17-39	
Spring Break from March 28-April 1
10	Wednesday 04/06/2022	**"Philanthropic Fundraising"** *In-Class Video: What is Philanthropy?*	**Worth, Chapter 13**	Packback discussion post **- Lead Presentation**
11	Wednesday 04/13/2022	**Managing Staff and Service Volunteers**	**Worth, Chapter 9 Watson, M.R. and R. Abzug.** "Recruitment and Retention in Nonprofit Organizations. Jossey-Bass. *Brudney, J. "Designing and Managing Volunteer Programs." Jossey-Bass.	Packback discussion post **- Case 4 due** **- Lead Presentation**
12	Wednesday 04/20/2022	**Advocacy and Lobbying** Speaker: Sheri Burns	**Worth Chapter 11** Stanford Social Innovation Review. "Collective Impact." Winter 2011.	Packback discussion post **4. Phase III of the project due** **- Lead Presentation**
13	Wednesday 04/27/2022	**Social Entrepreneurship and Innovation**	**Worth Chapter 16** *Martin and Osberg, "Social Entrepreneurship: The Case for Definition." Stanford Social Innovation Review, Spring 2007	Packback discussion post **- Case 5 due** **- Lead Presentation**
14	Wednesday 05/04/2022		**Final Presentations**
15	Wednesday 05/11/2022		**Final Presentations**
	05/18/2022		**Final Project Due**