

USC PRICE SCHOOL OF PUBLIC POLICY

PPD 675

NONPROFIT MANAGEMENT AND LEADERSHIP

SCHOOL OF POLICY, PLANNING AND DEVELOPMENT

Fall 2020

Tuesdays 6-9:20 pm
Price School of Public Policy
Online

Phone: (310) 804-4694
Email: claire@durfee.org
Student Hours: Anytime, by appt.

Course Objectives

This course explores issues in nonprofit management and leadership including: the role of boards; the role of the CEO; mission setting and strategic planning; financial management; marketing and fund-raising; volunteer and human resource management; ethics; advocacy, movement building and advancing change.

Learning Objectives

The emphasis of the course is on the managerial and leadership challenges that are a natural feature of the nonprofit sector, in particular the tensions between expenditures on mission and financial sustainability; increasing resources in the presence of altruistic behavior (*e.g.* donations and volunteering); and the roles of nonprofits as financial and information intermediaries.

By the end of the course, the student will be able to: define the legal framework of the nonprofit sector; describe the principal tenets of nonprofit management; examine different leadership approaches; debate strategies for solving a leadership challenge as presented through a case study.

Prerequisite

It is recommended but not required that students take PPD 689 (The Nonprofit Sector and Philanthropy) before enrolling in this course.

COURSE REQUIREMENTS

1. The course will integrate readings from a variety of social science disciplines. Students are expected to do all required readings prior to class and be prepared to discuss them.
2. Students will complete a core values assessment and submit a short written summary
3. Students will write two brief analyses of nonprofit management issues
4. Students will write short weekly Blackboard posts
5. Students will contribute an entry to the 675 Reading Room
5. Students will submit a final paper or group presentation, to be determined

GRADING

The course grade will be computed as follows:

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|--|-------------|
| ➤ Two Brief Analyses of Cast-Study Management Issues | 25% |
| ➤ Blackboard Short Writes | 25% |
| ➤ Core Values Assessment | 10% |
| ➤ Reading Room Contribution | 5% |
| ➤ Final Exam/Presentation (<i>due Dec. 10</i>) | 20% |
| ➤ Participation | <u>15%</u> |
| | 100% |

TEXTS and SUPPLEMENTARY MATERIALS

The required textbook for this course is Darien Rodriguez Heyman and Laila Brenner, editors, *Nonprofit Management 101*, Second Edition, Wiley, US, (2019) [ISBN 978-1-119-58545-9] (Paperback) It is available as an e-book free of charge via the USC library system. A copy is also on reserve at Leavey.

There is also a required coursepack of case studies that students must purchase. Instructions will be emailed and posted on Blackboard.

Also recommended but not required:

David O. Renz, editor, *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, Fourth Edition, Jossey-Bass, San Francisco (2015) [ISBN 978-1118852965]. It is available as an e-book free of charge via the USC library system. A copy is also on reserve at Leavey.

Edgar Villanueva, *Decolonizing Wealth*, Berrett-Koehler Publishers, 2018

Readings are assigned for each class session. These are listed on the course schedule below and will be posted digitally on Blackboard. Students are expected to have read all materials before the start of class and to come prepared for discussion.

PPD 675 Reading Room

Each student will be expected to contribute to the PPD 675 Virtual Reading Room on leadership. Books, essays and video links are all appropriate. Students are asked to share something that has proved useful to them, with a paragraph describing why they would recommend it to peers.

Class Participation

The success of the course depends on everybody's willingness to collaborate and forge an understanding of the readings and topics. Furthermore, the ability to articulate one's viewpoint in a clear and respectful manner is a valuable leadership skill. Ten percent of the course grade will therefore be based on student willingness to speak in class, particularly to articulate understanding of the readings and to engage with others. *Attendance without participation does not count toward one's class participation grade.* Attendance at and constructive engagement with peers' presentations is included in the class participation grade.

Written Assignment Submission Policies

All written assignments other than the take-home final exam are due at the start of class on the due date.

The take-home final exam is to be turned in by email no later than 11:59 p.m. on Nov. 17.

Submissions must include a header at the top of the first page with the title of the assignment, the student's name and date.

Contacting the Professor & One-on-One Discussion

Email is the best medium for simple questions. My address is claire@durfee.org I will strive to send a brief reply (from one word to a couple of sentences) as quickly as possible.

Talking is the best way to discuss complex questions. I am happy to schedule Zoom, telephone or in-person conversations, if possible, with reasonable advance planning.

In addition, I would like to schedule a one-on-one 15-20 minute conversation with each student over the course of the semester, on a course or professional development-related topic of the student's choice. Available times will be posted.

PPD 675: Nonprofit Management & Leadership

Course Schedule: A Weekly Breakdown

The course schedule below lists readings, assigned case studies, and notes. Any revisions to this syllabus will be posted on Blackboard and announced via class emails. Readings not in the Heyman textbook or the coursepack will be emailed or posted to Blackboard in PDF format

August 18 What is the Nonprofit Sector, and Where Do You Fit in?

Darian Rodriguez Heyman, Nonprofit Management 101, Intro, Chapters 1, 2 and 4, “The Big Picture,” “Nonprofits in the United States,” “Taking Charge of Your Nonprofit Career” and “Thriving as an Executive Director”

(assignment for next week: Adopt a Nonprofit; find a nonprofit whose mission you admire, and post it on Blackboard)

August 25 Leading in Crisis: Mission, Purpose & Core Values

Guest: Fr. Gregory Boyle, Homeboy Industries (confirmed)
Heyman, Chapter 3, “Building Strong Social Movements”

“Mission Matters Most,” by Kim Jonker and William F. Meehan, Stanford Social Innovation Review, Feb. 19, 2014,

https://ssir.org/articles/entry/mission_matters_most

Fr. Greg Boyle, Keynote Address, 2010, video,

https://www.youtube.com/watch?time_continue=5&v=guW1-mBfaOk&feature=emb_logo

Nonprofit Mission Statements, Good and Bad Examples

<https://nonprohithub.org/starting-a-nonprofit/nonprofit-mission-statements-good-and-bad-examples/>

(due: mission statements on Blackboard)

(in class breakouts: share/discuss mission)

(assignment for next week: core values identification exercise)

September 1 Who’s in Charge? Governance and Leadership

Heyman, Chapters 30 & 31, “Board Governance” and “Getting Your Board to Fundraise”

Kim Jonker and William F. Meehan III. “A Better Board Will Make You Better.” *Stanford Social Innovation Review*, March 5, 2014;
https://ssir.org/articles/entry/a_better_board_will_make_you_better

Case: “Founder CEO Transition at Code2040,” Harvard Business Publishing, Coursepack

Case: “Who Speaks for Us?”, University of Washington, Electronic Hallway, to be sent by email

(in class: case role play, and breakout discussion on core values)

(assignment: watch videos for Sept. 8 and email preference for breakout with guests)

September 8 Making it All Work – Understanding Finance & Program Delivery

**Guests: Aaron Valencia, Lost Angels; Steve LePore, mentor
Madin Lopez, Project Q; Patti Giggans, mentor (confirmed)**

Heyman, Chapters 12, 13 & 16: “Nonprofit Financial Management,”
“Technology Planning” and “Constituent Relationship Management”

(In class: breakouts on finance/program delivery of “adopted” nonprofits)

September 15 Raising Money & Managing Government Contracts

**Guests: Va LeciaAdams Kellum, CEO, St. Joseph’s Center and
Elizabeth Forer, CEO, Venice Family Clinic**

Heyman, Chapters 17, 18, 19, 20: “Fundraising: Knowing When to do What,” “Individual Donor & Major Gift Strategies,” “How to Seek a Grant,” “Online Fundraising”

(In class: revenue/fundraising analysis of “adopted” nonprofits)

September 22 Race to Lead – Leadership Through an Equity Lens

**Guests: Marqueece Harris-Dawson & Aurea Montes-Rodriguez
(tentative)**

Heyman, Chapter 9, “How to Promote Diversity & Inclusion”

Case: “Fostering Success? An Equity Initiative Goes Sideways,” 2017, University of Washington, Electronic Hallway; to be sent by email

Edna Chavez speech, March for Our Lives, 2018, video,
<https://www.youtube.com/watch?v=BinNvKznlA>

“Race to Lead Revisited, Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap,” by Building Movement Project, 2019,
<https://racetolead.org/race-to-lead-revisited/>

“Black Women in Nonprofits Matter,” by Dr. Danielle Moss Lee, Nonprofit Quarterly, July 8, 2020, <https://nonprofitquarterly.org/black-women-in-nonprofits-matter/>

(In class: Breakouts on Fostering Success case)

September 29 Managing & Motivating People

Heyman, Chapter 8, “Attracting & Hiring Staff: Acquiring the Best Talent”

Ronald Heifetz and Marty Linsky, “A Survival Guide for Leaders,” June 2002, Harvard Business Review <https://hbr.org/2002/06/a-survival-guide-for-leaders>

Dan Pink, “The Surprising Truth About What Motivates Us,” RSA Animate video, <https://www.youtube.com/watch?v=u6XAPnuFjJc>

“Want Nonprofit Staff Longevity and Creativity? Consider a Sabbatical Policy,” Steve Dobbs, January 19, 2018, Nonprofit Quarterly,
<https://nonprofitquarterly.org/want-nonprofit-staff-longevity-creativity-consider-sabbatical-policy/>

“When Being Unproductive Saves a Career,” Courtney Martin, Jan. 18, 2018. New York Times, <https://www.nytimes.com/2018/01/18/opinion/productivity-saving-careers.html>

October 6 Collaboration, Strategic Partnership & Field Building

Heyman, Chapter 6, “Nonprofit Partnerships: Collaboration, Alliances, and Strategic Restructuring”

Nonprofit Sustainability Initiative, “Nonprofit Spotlights,”
<https://www.calfund.org/nonprofits/how-we-work/sustainability/nsi/>

Alex Counts & Gary Hatten, “How and Why to Shut Down a Successful Nonprofit,” Stanford Social Innovation Review, July 21, 2020,
https://ssir.org/articles/entry/how_and_why_to_shut_down_a_successful_non_profit?utm_source=Enews&utm_medium=Email&utm_campaign=SSIR_No_w#

(in class: Breakout discussion on NSI Nonprofit Spotlights)

October 13 Organizational Culture – Fostering Creativity, Adaptability & Trust

Guest: Mauri Friestleben, Principal, North High School, Minneapolis (confirmed)

Love Them First, Lessons from Lucy Laney Elementary, *documentary*,
<https://www.youtube.com/watch?v=cvTbCO86JVM>

“Focus on Culture,” Simone N. Sneed, Dec. 20, 2013, Stanford Social Innovation Review, https://ssir.org/articles/entry/focus_on_culture

(In class: Breakouts on sustaining organizational morale during crisis)

October 20 Are We There Yet? Measuring Success

Heyman, Chapter 15, “Measurement, Evaluation and Learning Plans”

Case: The Inside-Out Prison Exchange Program: Impact on Stakeholders, 2019, Harvard/Ivey Business School Foundation, coursepack

(In class: Breakouts on case)

October 27 Planning and Sustainability

Heyman, Chapters 5, 23, 23, 25 & 26, Strategic Planning
Turning a Dream in a Reality,” “Social Enterprise,
“Nonprofit Marketing,” “Moving Millennials to Act,” and
“Digital Tools“

Gabriel Kasper & Justin Marcoux, “Making Strategic Decisions in the Context of COVID-19,” Stanford Social Innovation Review, July 21, 2020,
https://ssir.org/articles/entry/making_strategic_decisions_in_the_context_of_covid_19?utm_source=Enews&utm_medium=Email&utm_campaign=SSIR_NOW

“Nonprofits in Recession: Winners and Losers,” Ruth McCambridge & Nathan Dietz, March 19, 2020, Nonprofit Quarterly,
<https://nonprofitquarterly.org/the-great-recession-nonprofit-winners-and-losers/>

(In class: Breakouts on the durability of your “adopted” nonprofits)

November 3 Ethics

“Five Mini-Cases on Ethics in Management,” University of Washington, Electronic Hallway, to be sent by email

Martin Luther King, Letter from the Birmingham Jail,” 1963,
https://swap.stanford.edu/20141218230016/http://mlk-kpp01.stanford.edu/kingweb/popular_requests/frequentdocs/birmingham.pdf

Anand Giridharadas, “The Elite Charade of Saving the World,” video,
<https://www.youtube.com/watch?v=CCBpZnJsiRE>

Edgar Villanueva, Decolonizing Wealth, talk at Skoll World Forum, 2019,
https://www.youtube.com/watch?v=LKHmU95w_Q8

(In class: role play ethics cases)

November 10 The Leadership Pipeline – From Grassroots Movement to Public Policy

Heyman, Closing Thoughts and Afterward: We All Have the Capacity to Be Social Prophets, P. 575-583

Greta Thunberg, speech to UN Climate Action Summit, Sept. 23, 2019, video, <https://www.youtube.com/watch?v=KAJsdgTPJpU>

(In class: Course Wrap-Up Discussion)

November 17 *TAKE-HOME FINAL EXAM DUE by 11:59 P.M.*

Additional Policies

Late Submissions

Late submission of assignments is only allowed with thorough and prompt documentation of extenuating circumstances and allowed on a case-by-case basis at the sole discretion of the instructor.

Unexcused late submissions of short responses will not be accepted and will receive no credit. Note that since the lowest grade on the three short responses will be dropped, only two of the three must be handed in at all to avoid a zero.

Attendance will not be taken except on presentation days, but class participation is 10% of the final grade, and it is difficult to participate without being in the room. Punctuality also helps. Attendance is expected during student presentations.

Discussion Norms

- Listen actively and attentively, without interrupting.
- Respect others' views and their right to hold opinions that differ from your own.
- Think before speaking.
- Ask clarifying questions when you don't understand something.
- Challenge one another's ideas, not the person or presentation style.
- Engage in debate, not in competition.
- Don't express objections or challenge as flat dismissal.
- Offer evidence in support of your opinions.
- Be open to changing your point of view.
- Let others speak. Don't dominate the conversation.
- Remember that we come from different backgrounds.
- Try to be mindful of your biases.

Netiquette Norms

- Listen actively and attentively, without interrupting.
- Use the live video option, whenever possible, so your classmates can see you.
- Always use a respectful tone when speaking.
- Direct your attention to the camera or screen when speaking, as best you can, and address classmates by name.
- Use the Chat box to add to the discussion.
- Use the clap symbol to indicate agreement.
- Use the Raised Hands symbol to queue up for a question or remark.
- Don't start side conversations that digress from the main discussion.
- Think before you speak.

- Don't dominate the conversation.
- Be concise.
- Keep confidential any personal information that comes up in class.
- Address classmates by name.
- Trust that others are interested in your views.
- Be interested in theirs.
- Be confident of your right to express your opinions, and to ask probing questions.
- Engage actively in discussion as an opportunity to enhance your learning, and to hone your own ideas.

Statement on Academic Conduct and Support Systems

Academic Conduct

Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in SCampus in Part B, Section 11, “Behavior Violating University Standards” policy.usc.edu/scampus-part-b. Other forms of academic dishonesty are equally unacceptable. See additional information in SCampus and university policies on scientific misconduct, policy.usc.edu/scientific-misconduct.

Support Systems

Student Health Counseling Services - (213) 740-7711 – 24/7 on call

engemannshc.usc.edu/counseling

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

National Suicide Prevention Lifeline - 1 (800) 273-8255 – 24/7 on call

suicidepreventionlifeline.org

Free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

Relationship and Sexual Violence Prevention Services (RSVP) - (213) 740-4900 – 24/7 on call

engemannshc.usc.edu/rsvp

Free and confidential therapy services, workshops, and training for situations related to gender- based harm.

Office of Equity and Diversity (OED) / Title IX - (213) 740-5086

equity.usc.edu, titleix.usc.edu

Information about how to get help or help a survivor of harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants. The university prohibits discrimination or harassment based on the following protected characteristics: race, color, national origin, ancestry, religion, sex, gender, gender identity, gender

expression, sexual orientation, age, physical disability, medical condition, mental disability, marital status, pregnancy, veteran status, genetic information, and any other characteristic which may be specified in applicable laws and governmental regulations.

Bias Assessment Response and Support - (213) 740-2421

studentaffairs.usc.edu/bias-assessment-response-support

Avenue to report incidents of bias, hate crimes, and microaggressions for appropriate investigation and response.

The Office of Disability Services and Programs - (213) 740-0776

dsp.usc.edu

Support and accommodations for students with disabilities. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs.

USC Support and Advocacy - (213) 821-4710

studentaffairs.usc.edu/sssa

Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

Diversity at USC - (213) 740-2101

diversity.usc.edu

Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call

dps.usc.edu, emergency.usc.edu

Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-120 – 24/7 on call

dps.usc.edu

Non-emergency assistance or information.

