

USC Price

PPD 675: Nonprofit Management and Leadership (4 units)

Spring 2024 Mondays, 6pm- 9:20pm PST

Location: Lewis Hall (RGL) 209

Professor: Nicole Esparza

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Office: RGL 208

Office Hours by appointment: <https://calendly.com/neesparz/30min>

Office Hours Zoom: <https://usc.zoom.us/j/4884268965>

Calendly QR Code



Course Description

This course provides an overview of major leadership challenges that are a natural feature of the nonprofit sector, in particular the tensions between mission, governance, and financial sustainability. Readings emphasize the environment within which nonprofit work is performed, the distinctive characteristics of nonprofits that result from societal pressures, legal requirements, and cultural values. Teaching in this course is structured to promote the integration of research and writing on nonprofit management with practical “real world” case studies of nonprofit organizations.

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

Learning Objectives

- Understand the unique challenges in leading nonprofit organizations.
- Frame the strategic choices experienced by nonprofit leaders.
- Apply program strategy tactics.
- Understand the role of the board of directors.
- Apply socio-political tactics to achieve public benefit objectives.
- Apply resource development techniques.
- Assess and manage the internal environment.
- Analyze the external task environment and employ tactics to strengthen inter-organizational and cross-sector relationships.
- Recognize how diversity, equity and inclusion affect program activities and operations.

Reading Material

All reading material needed for class discussion is available on Blackboard. Each class is organized around assigned readings. Students are expected to read the assigned pages prior to the class in which they will be discussed, both to increase understanding of the lecture and to facilitate class discussion.

Classroom Norms

During our classroom discussions and when working in groups, please be: 1. Respectful; 2. Constructive; and 3. Inclusive.

Course Assessment

Submission Policy

All assignments need to be submitted on Blackboard by the date listed on the syllabus and Blackboard. Diminished credit of (-10%) will be given each day the assignments is late. No credit will be given to assignments after a week.

- Students who request an extension, need to make the request before the due date. It is up to the professor's discretion to make alternative arrangements.

Course Policy on the use of AI Generators

Students are expected to produce their own work. The use of AI generators is NOT allowed.

Grading Breakdown

Category	Percentage
In-Class Exercises	15%
Case Analysis Memos	
Case Analysis Memo #1	10%
Case Analysis Memo #2	10%
Case Analysis Memo #3	10%
Midterm Exam	25%
Student(s) presentation	10%
Final Exam	20%
	100%

Grading Scale

Letter Grade Scale	
95-100	A
90-94	A-
87-89	B+
83-86	B
80-82	B-
77-79	C+
73-76	C
72-70	C-
≤69	F

The final grade for the course will be assigned as follows.

- The grade will round up if .5 or over. For example 89.5% will be round to 90%.
- The grade will round down if .49 or under. For example 89.4% will be rounded to 89%.

Description of Course Requirements

Attendance

The class is in-person only. I cannot Zoom you in.

Attendance in person is highly encouraged. However, I expect that illnesses or other obligations may happen. Please let me know if you need accommodations and we will figure something out.

In-Class Exercises (15%)

The success of the course relies on each student's commitment to actively collaborate and collectively grasp the course readings and subjects. We will engage in group activities, and you are expected to share your contributions on Blackboard's "Discussion Board." Participation is graded on a Pass/Fail basis. Full credit will be awarded for in-person participation. Please note, there are no make-up assignments available for these exercises.

Case Analysis Memos (30%)

There are 3 case study analyses assigned worth 10% each. These analyses are written in memo format, ranging from 2 to 3 pages in length, single-spaced, which equates to approximately 1,100 to 1,800 words. The submission deadline is 11:59 PM on the Sunday prior to the class via Blackboard. Your case memos will be assessed on the organization and clarity of your ideas, your comprehension and analysis of the case, and your capability to effectively apply concepts from the readings and lectures.

Student Presentation (10%)

The ability to articulate one's viewpoint in a clear and respectful manner is a valuable leadership skill. During the last few weeks of the course, students will present on a selected special topic. Presentations are about 15-20 minutes. They can be done solo or in groups with 2 students max. For the presentation, students will submit the slide deck on Blackboard. There is no paper required.

Midterm Exam (25%)

There will be a take home midterm exam due on February 26th. The midterm will include two essays and a case analysis.

Final Exam (20%)

There will be a **take home** final exam due Monday, May 6th by 11:59pm. The final exam will include two essays and one case analysis memo.

Course Schedule

Week	Date	Topics	Assignments
Week 1	1/8	Introduction to the Nonprofit Sector & Leadership	
Week 2	1/15	No Class - Martin Luther King Jr. Day	
Week 3	1/22	Vision, Mission, & Branding	
Week 4	1/29	Leadership & Board Governance	
Week 5	2/5	Fundraising & Resource Development	
Week 6	2/12	Strategic Planning	Case Memo #1
Week 7	2/19	No Class - President's Day	
Week 8	2/26	Midterm due Monday, February 26th	Midterm
Week 9	3/4	Leading & Managing People	
Week 10	3/11	Spring Break – No Class	
Week 11	3/18	Recruiting & Retaining Talent	Case Memo #2
Week 12	3/25	Relationships with Grantmakers	
Week 13	4/1	Program Development & Evaluation	
Week 14	4/8	Advocacy & Public Policy	
Week 15	4/15	Collaboration & Community Engagement	Case Memo #3
Week 16	4/22	Lifecycles, Transitions & Successions	
FINAL	5/6	Final exam due Monday May 6 th	Final

Detailed Course Schedule

Week 1, January 8 Introduction to the Nonprofit Sector & Leadership

Ahmed, S. (2022). Chapter 1: Introducing Nonprofit Organizations. *In Effective Nonprofit Management*.

Gazley, B. (2017). Chapter 2: Theories of the Nonprofit Sector. *In The Nonprofit Human Resource Management Handbook*.

Cryer, S. et al. (2019). Chapter 2: Taking Charge of Your Nonprofit Sector Career. *In Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals*.

Rowe, Glenn W. (2014). Is Nonprofit Leadership Different from Business or Government Leadership? *Journal of Nonprofit Education and Leadership* 4(2): 86-91.

Week 2, January 15 Martin Luther King Jr. Day – No Class

Week 3, January 22 Vision, Mission, & Branding

Allison, M. & Kaye, J. (2015). Chapter 3: Mission, Vision, Values. *In Strategic Planning for Nonprofit Organizations: A Practical Guide for Dynamic Times*.

Meehan, W.F. et al. (2018). Chapter 1: The Primacy of Mission. *In Engine of Impact: Essentials of Strategic Leadership in the Nonprofit Sector*.

Jonker, K. & Meehan, W.F. (2008). Making Missions That Won't Creep. *Stanford Social Innovation Review*, Winter 2008.

Kylander, N. & Stone, C. (2012). The Role of Brand in the Nonprofit Sector. *Stanford Social Innovation Review*, Spring 2012.

Winton, J. et al. (2019). Chapter 24: Nonprofit Marketing: The Why and How of Branding. *In Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals*.

Case: Devising Marketing Strategies: Regaining Relevance

Week 4, January 29 Leadership & Board Governance

Herman, R.D. (2016). Chapter 6: Executive Leadership. *In The Jossey-Bass Handbook of Nonprofit Leadership and Management*.

Renz, D.O. (2016). Chapter 5: Leadership, Governance, and the Work of the Board. *In The Jossey-Bass Handbook of Nonprofit Leadership and Management*.

Brown, W.A. (2013). Chapter 5: Antecedents to Board Member Engagement in Deliberation and Decision-making. In *Nonprofit Governance: Innovative Perspectives and Approaches*.

Case: The Rubber-Stamp Board: Don't Walk—Run!

Week 5, February 5 Fundraising & Development

Ahmed, S. (2022). Chapter 6: Resource Acquisition and Management. In *Effective Nonprofit Management*.

Foster, W.L. et al. (2009). Ten Nonprofit Funding Models. *Stanford Social Innovation Review*, Spring 2009.

Hartsook, R.F. & Sargeant, A. (2017). Chapter 14: Major Gift Fundraising. In *Fundraising Principles and Practice*.

Patterson, D. (2012). Microgifts and Impulse Giving Online. *Philanthropy News Digest*. April 21, 2012.

Case: Endowments: To Spend Now or Save for a Rainy Day

Week 6, February 12 Strategic Planning and Direction

Bryson, J.M. (2016). Chapter 9: Strategic Planning and the Strategy Change Cycle. In *The Jossey-Bass Handbook of Nonprofit Leadership and Management*.

Allison, M. & Kaye, J. (2015). *Strategic Planning for Nonprofit Organizations: A Practical Guide for Dynamic Times*. (Select pages).

Case: Setting Strategy: Finding Your Organization's North Star

Due: Case Analysis Memo #1 Sunday Feb 11th 11:59pm

Week 7, February 19 Presidents' Day – No Class

Week 8, February 26 Midterm—No Class

Week 9, March 4 Leading & Managing People

Author. (2023). How Does Leadership Influence Organizational Culture? *O.C. Tanner*.

George, B. et al. (2007). Discovering Your Authentic Leadership. *Harvard Business Review* Feb 2007, Vol. 85 Issue 2, p129-138.

Watson, M.R. & Abzug, R. (2016). Chapter 22: Effective Human Resource Management. In *The Jossey-Bass Handbook of Nonprofit Leadership and Management*.

Week 10, March 13 Spring Break – No Class

Week 11, March 18 Recruiting & Retaining Talent

Azbug, R. (2020). Chapter 6: Recruitment and Selection for Nonprofit Organizations. In *The Nonprofit Human Resource Management Handbook: From Theory to Practice*.

McGinnis, J. et al. (2020). Chapter 17: Managing Generational Differences in Nonprofit Organizations. In *The Nonprofit Human Resource Management Handbook: From Theory to Practice*.

Russell, A.R. et al. (2020). Chapter 15: Interchangeability of Labor: Managing a Mixed Paid and Volunteer Workforce. In *The Nonprofit Human Resource Management Handbook: From Theory to Practice*.

Bagely, G. et al. (2019). Chapter 33: Volunteer Engagement and Management. In *Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals*.

Case: LA-Más: Can Co-Leadership Improve Outcomes for Organizations and the Communities they Serve?

Due: Case Analysis Memo #2 Sunday March 17th 11:59pm

Week 12, March 25 Relationships with Grantmakers

Ahmed, S. (2022). Chapter 12: Essential Linkages – Nonprofits, Government, and Business. In *Effective Nonprofit Management: Context, Concept, and Competencies*.

Tschirhart, M. & Bielefeld, W. (2012). Chapter 14: Public and Government Relations. In *Managing Nonprofit Organizations*.

Gregory, A.G. & Howard, D. (2009). The Nonprofit Starvation Cycle. *Stanford Social Innovation Review*, Summer, 2016. Fall, 2009.

Le, V. (2016). Winter is Here, and the Wall Between Funders and Nonprofits Must Come Down. *Stanford Social Innovation Review*, Sept. 8, 2016.

Case: Foundation-Initiated Collaboration: Fostering Frustration

Week 13, April 1 Program Development & Evaluation

Ciccarone, M. et al. (2021). *How Nonprofits Can Map Their Programs to their Strategy*. The Bridgespan Group. June, 2021.

Ahmed, S. (2022). Chapter 10: Nonprofit Effectiveness and Accountability. In *Effective Nonprofit Management: Context, Concept, and Competencies*.

Ebrahim, A. & Rangan, V.K. (2014). What Impact? A Framework for Measuring the Scale and Scope of Social Performance. *California Management Review*. Spring, 2014.

Case: Establishing Metrics: What Comes Out of a Back-Pack

Week 14, April 8 Advocacy & Public Policy

Avner, M.A. (2016). Chapter 14: Advocacy, Lobbying, and Social Change. In *The Jossey-Bass Handbook of Nonprofit Leadership and Management*.

Mehta, N. et al. (2019). Chapter 11: Nonprofit Advocacy and Lobby. In *Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals*.

Leslie R. Crutchfield & Heather McLeod Grant. (2012). *Advocate And Serve. Forces for Good*. Jossey-Bass.

Case: Meeting Your Mission: To Take a Public Position of Not?

Week 15, April 15 Collaboration & Community Engagement

Tschirhart, M. & Bielefeld, W. (2012). Chapter 15: Partnerships, Alliances, and Affiliations. In *Managing Nonprofit Organizations*.

de Souza Briggs, X. (2003). *Perfect Fit or Shotgun Marriage? Understanding the Power and Pitfalls in Partnerships*. Boston: The Community Problem Solving Project at MIT.

Barnes, M. & Schmitz, P. (2016). Community Engagement Matters (Now More than Ever). *Stanford Social Innovation Review*. Spring, 2016.

Case: Green Dot Public Schools: To Collaborate or Compete?

Due: Case Analysis Memo #3 Sunday April 14th 11:59pm

Week 16, April 22 Lifecycles, Transitions & Successions

Ebarb, T.S. (2019). *Nonprofits Fail – Here’s Seven Reasons Why*. National Association of Nonprofit Organizations & Executives (NANOE).

Cushing, E. (2023). Share Your Secret Sauce. *Stanford Social Innovation Review*. November 2, 2023.

Tuomala, J. et al. (2018). Making Founder Successions Work. *Stanford Social Innovation Review*. Spring, 2018.

Adams, T. (2017). Blending Nonprofit Succession Planning and Executive Transition: A Successful Case. *Nonprofit Quarterly*. March 23, 2027.

Final Exam, May 6 Final Exam Due Monday, May 6th by 11:59 P.M.

Cited Books

- Ahmed, Shamima. (2022). *Effective Nonprofit Management: Context, Concept, and Competencies*. (Second edition.). Routledge.
https://uosc.primo.exlibrisgroup.com/permalink/01USC_INST/hs9vaa/alma99104353844850373_1
- Anheier, Helmut & Toepler, Stefan. (2020). *The Routledge Companion to Nonprofit Management*. Taylor and Francis.
https://uosc.primo.exlibrisgroup.com/permalink/01USC_INST/273cgt/cdi_askewsholts_vlebooks_9781351721059
- Civitallo, Renato. (2021). *Management in the Non-Profit Sector: A Necessary Balance between Values, Responsibility and Accountability* (1st ed.). Routledge.
https://uosc.primo.exlibrisgroup.com/permalink/01USC_INST/hs9vaa/alma99104349216280373_1
- Heninger, Lori. (2018). *Managing as Mission: Nonprofit Managing for Sustainable Change*. CRC Press.
https://uosc.primo.exlibrisgroup.com/permalink/01USC_INST/273cgt/cdi_askewsholts_vlebooks_9781351719971
- Heyman, Darian Rodriguez & Brenner, Laila. (2019). *Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals*. Wiley.
https://uosc.primo.exlibrisgroup.com/permalink/01USC_INST/273cgt/cdi_askewsholts_vlebooks_9781119585527
- Libby, Pat, & Deitrick, Laura. (2017). *Cases in nonprofit management: A hands-on approach to problem solving*. SAGE Publications.
https://uosc.primo.exlibrisgroup.com/permalink/01USC_INST/273cgt/cdi_askewsholts_vlebooks_9781483383507
- Meehan, William F. & Jonker, Kim Starkey (2018). *Engine of Impact: Essentials of Strategic Leadership in the Nonprofit Sector*. Stanford, California: Stanford Business Books. https://search-ebscohost-com.libproxy2.usc.edu/login.aspx?direct=true&db=nlebk&AN=1583460&authtype=sso&custid=s8983984&ebv=EB&ppid=pp_54
- Renz, David O & Herman, Robert D. (2016). *The Jossey-Bass Handbook of Nonprofit Leadership and Management*. Hoboken, New Jersey: Jossey-Bass.
https://uosc.primo.exlibrisgroup.com/permalink/01USC_INST/hs9vaa/alma99104244303180373_1
- Tschirhart, Mary & Bielefeld, Wolfgang. (2012). *Managing Nonprofit Organizations*. Jossey-Bass.
https://uosc.primo.exlibrisgroup.com/permalink/01USC_INST/hs9vaa/alma99104345902470373_1
- Word, Jessica & Sowa, Jessica. (2017). *The Nonprofit Human Resource Management Handbook: From Theory to Practice* (1st ed.). Routledge.
https://uosc.primo.exlibrisgroup.com/permalink/01USC_INST/273cgt/cdi_askewsholts_vlebooks_9781498738187

Helpful Nonprofit Research Resources

BoardSource	http://www.boardsource.org/
Charity Navigator	http://www.charitynavigator.org/
Chronicle of Philanthropy	https://philanthropy.com
Chronicle of Philanthropy Weekly Newsletter	https://www.philanthropy.com/account/newsletters
Council on Foundations (COF)	http://www.cof.org/
Emerging Practitioners in Philanthropy	http://www.epip.org
Forbes Nonprofit Council	https://www.forbes.com/sites/forbesnonprofitcouncil/
Foundation Center	http://foundationcenter.org/
GiveWell	https://www.givewell.org/
Giving USA	https://givingusa.org/
GuideStar	https://www.guidestar.org/
Idealist	http://www.idealists.org
Independent Sector	http://www.independentsector.org
National Center for Charitable Statistics (NCCS)	http://nccs.urban.org
National Committee for Responsive Philanthropy	http://www.ncrp.org/
National Council of Nonprofits	https://www.councilofnonprofits.org/tools-resources
Nonprofit Quarterly	http://nonprofitquarterly.org
Nonprofit Resource Center	http://www.nprcenter.org/
Nonprofit Risk Management Center	http://www.nonprofitrisk.org/
NonProfit Times	https://www.thenonproffitimes.com/
Philanthropy News Digest (PND)	https://philanthropynewsdigest.org
Southern California Grantmakers (chapter of COF)	https://socialgrantmakers.org/
Stanford Social Innovation Review (SSIR)	http://www.ssireview.org/
Urban Institute Center on Nonprofits and Philanthropy	https://www.urban.org/research-area/nonprofits-and-philanthropy

Students and Disability Accommodations:

USC welcomes students with disabilities into all of the University's educational programs. [The Office of Student Accessibility Services](#) (OSAS) is responsible for the determination of appropriate accommodations for students who encounter disability-related barriers. Once a student has completed the OSAS process (registration, initial appointment, and submitted documentation) and accommodations are determined to be reasonable and appropriate, a Letter of Accommodation (LOA) will be available to generate for each course. The LOA must be given to each course instructor by the student and followed up with a discussion. This should be done as early in the semester as possible as accommodations are not retroactive. More information can be found at osas.usc.edu. You may contact OSAS at (213) 740-0776 or via email at osasfrontdesk@usc.edu.

Support Systems:

[Counseling and Mental Health](#) - (213) 740-9355 – 24/7 on call

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

[988 Suicide and Crisis Lifeline](#) - 988 for both calls and text messages – 24/7 on call

The 988 Suicide and Crisis Lifeline (formerly known as the National Suicide Prevention Lifeline) provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week, across the United States. The Lifeline is comprised of a national network of over 200 local crisis centers, combining custom local care and resources with national standards and best practices. The new, shorter phone number makes it easier for people to remember and access mental health crisis services (though the previous 1 (800) 273-8255 number will continue to function indefinitely) and represents a continued commitment to those in crisis.

[Relationship and Sexual Violence Prevention Services \(RSVP\)](#) - (213) 740-9355(WELL) – 24/7 on call

Free and confidential therapy services, workshops, and training for situations related to gender- and power-based harm (including sexual assault, intimate partner violence, and stalking).

[Office for Equity, Equal Opportunity, and Title IX \(EEO-TIX\)](#) - (213) 740-5086

Information about how to get help or help someone affected by harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants.

[Reporting Incidents of Bias or Harassment](#) - (213) 740-5086 or (213) 821-8298

Avenue to report incidents of bias, hate crimes, and microaggressions to the Office for Equity, Equal Opportunity, and Title for appropriate investigation, supportive measures, and response.

[The Office of Student Accessibility Services \(OSAS\)](#) - (213) 740-0776

OSAS ensures equal access for students with disabilities through providing academic accommodations and auxiliary aids in accordance with federal laws and university policy.

[USC Campus Support and Intervention](#) - (213) 740-0411

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

[Diversity, Equity and Inclusion](#) - (213) 740-2101

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

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) 442-1200 – 24/7 on call

Non-emergency assistance or information.

[Office of the Ombuds](#) - (213) 821-9556 (UPC) / (323-442-0382 (HSC)

A safe and confidential place to share your USC-related issues with a University Ombuds who will work with you to explore options or paths to manage your concern.

[Occupational Therapy Faculty Practice](#) - (323) 442-2850 or otfp@med.usc.edu

Confidential Lifestyle Redesign services for USC students to support health promoting habits and routines that enhance quality of life and academic performance.