

USC Price

PPD 675: Nonprofit Management and Leadership (4 units)

Spring 2023 Mondays, 6pm- 9:20pm PST

Location: Lewis Hall (RGL) 219

Calendly QR Code

Professor: Nicole Esparza

E-Mail: neesparz@usc.edu

Office: RGL 208

Office Hours by appointment:

<https://calendly.com/neesparz/30min>

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



Course Description

This course provides an overview of management challenges associated with leading nonprofit organizations, particularly on the changes and challenges taking place in the sector as a whole. 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, and if/how leadership in nonprofits differs from leadership in other sectors. 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.

Course Overview and Learning Objectives

The emphasis of the course is on thinking through the major leadership and managerial 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.

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

Textbooks and Materials

*There are NO required books for you to purchase.

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.

Grading and Coursework Policies

The course grade will be based on six major components. The date next to the readings indicates when they should be completed.

Grade Breakdown

Assignment	Due Date	Share of Grade
In-Class Exercises & Participation		10%
Reflection Papers		
Reflection Paper #1	January 22	5%
Reflection Paper #2	April 9	5%
Case Analysis Memos		
Case Analysis Memo #1	February 12	10%
Case Analysis Memo #2	March 19	10%
Midterm Exam	February 26	25%
Special Topic: Group Presentation	April 24	10%
Final Exam	May 8	25%
		100%

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

Letter Grade Scale	
93-100	A
90-92	A-
87-89	B+
83-86	B
80-82	B-
77-79	C+
73-76	C
72-70	C-
≤69	F

Description of Assignments

In-Class Exercises & Participation (10%)

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

Reflection Papers (10%)

There are two reflection papers assigned worth 5% each. The instructions/ guidelines are posted on Blackboard under the tab "Guides and Rubrics for Assignments." The reflection

papers are about 1,000 words in length (that is about 2 pages single-spaced). They are due at 11:59pm the Sunday night before class via Blackboard. Reflection papers will be primarily evaluated on the presentation of a thoughtful and well-integrated understanding of the readings and their related topics and successful application to a proposed course of action.

Case Analysis Memos (20%)

There are two case study analyses assigned worth 10% each. The memos are about 1,000-1,500 words in length (that is about 2.5-3 pages single-spaced max). They are due at 11:59pm the Sunday night before class via Blackboard. Your case memos will be evaluated based on your analysis of the case, the organization of your ideas, your ability to properly apply the theories and concepts discussed in class and the quality of your writing (e.g., spelling, grammar, punctuation, etc.). Your goal is to write as clearly, concisely, and directly as possible.

Special Topics: Group Presentation (10%)

The class will divide itself into groups of three students. These groups will develop a 20 minute presentation on supplementary topic to be presentation on the final class session (April 24th). The final meeting of the class will be used for group presentations. The group presentation has two goals: to encourage the collaborative skills and presentation abilities that are crucial to managerial and leadership positions and to dive deeper into a topic not fully covered by the course. The group presentation is worth 10% of the course grade. For the presentation you only need to submit slides on Blackboard and present. (There is no paper required).

Midterm Exam (25%)

There will be a take home midterm exam due Sunday, February 26th by 11:59pm.

Final Exam (25%)

There will be a take home final exam due Monday, May 8th by 11:59pm.

Submission Policy

All assignments are due via Blackboard. Diminished credit (-10%) will be given to assignments that are up to one week late; however, after that date, no credit will be given to assignments without prior approval.

Course Schedule

Week	Date	Topics	Assignment Due Sunday (day before) 11:59pm
Week 1	1/9	The Nonprofit Sector: Theories & Context	
Week 2	1/16	Martin Luther King Jr. Day – No Class	
Week 3	1/23	Leadership in the Nonprofit Sector	Reflection Paper 1 due
Week 4	1/30	Vision, Mission, and Theory of Change	
Week 5	2/6	Board Governance	
Week 6	2/13	Strategic Planning and Direction	Case Analysis 1 due
Week 7	2/20	Presidents' Day – No Class	
Week 8	2/27	Resource Acquisition & Financial Sustainability	Midterm due
Week 9	3/6	Leading and Managing People	
Week 10	3/13	Spring Break – No Class	
Week 11	3/20	Marketing, Branding, & Public Relations	Case Analysis 2 due
Week 12	3/27	Advocacy, Lobbying, & Social Movements	
Week 13	4/3	Building Bridges & Managing Partnerships	
Week 14	4/10	Performance, Evaluation & Accountability	Reflection Paper 2 due
Week 15	4/17	The Future of Nonprofit Leadership	
Week 16	4/24	Special Topics: Group Presentations in Class	
FINAL	5/8	Final Exam due Monday, May 8 th by 11:59pm	

Detailed Course Schedule

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.

Week 1, January 9 The Nonprofit Sector: Theories & Context

Shamima Ahmed. 2022. *Effective Nonprofit Management : Context, Concept, and Competencies*

- Chapter 1 "Introducing Nonprofit Organizations."
- Chapter 2 "Essential Linkages - Nonprofits, Government, and Business."
- Chapter 9 "Nongovernmental Organizations (NGOs) - International Dimension."

Beth Gazley. 2017. "Theories of the Nonprofit Sector." In *The Nonprofit Human Resource Management Handbook*.

Week 2, January 16 Martin Luther King Jr. Day – No Class

Week 3, January 23 Leadership in the Nonprofit Sector

The Jossey-Bass Handbook of Nonprofit Leadership and Management

- Chapter 6 "Executive Leadership."

Ruth Simsa. 2020. "Leadership." In *The Routledge Companion to Nonprofit Management*.

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

Bill George, Peter Sims, Andrew N. McLean, and Diana Mayer. 2007. "Discovering Your Authentic Leadership." *Harvard Business Review* Feb2007, Vol. 85 Issue 2, p129-138. 9p.

Braden Becker. 2019, June 2. "The 8 Most Common Leadership Styles & How to Find Your Own."

Adrian Sargeant and Harriet Day. 2018. *A Study of Nonprofit Leadership in the US and Its Impending Crisis*. Sustainable Philanthropy with Plymouth University. [Read pages 13-21].

Note: Reflection Paper #1 due Sunday, January 22nd

Week 4, January 30 Vision, Mission, and Theory of Change

Michael Allison & Jude Kaye. 2015. "Mission, Vision, Values." *Strategic planning for nonprofit organizations: a practical guide for dynamic times*. Hoboken, NJ: John Wiley & Sons, Inc.

Engine of Impact : Essentials of Strategic Leadership in the Nonprofit Sector

- Chapter 1 "The Primacy of Mission."
- Chapter 2 "The Few Strategic Concepts the Matter."

Lori Heninger. 2018. "The Mission." In *Managing As Mission: Nonprofit Managing for Sustainable Change*. CRC Press.

Case: Case 3.4 Toxic Leadership: The Queen Bee

Week 5, February 6 Board Governance

Effective Nonprofit Management : Context, Concept, and Competencies

- Chapter 4 "Nonprofit Governance."

The Jossey-Bass Handbook of Nonprofit Leadership and Management

- Chapter 5 "Leadership, Governance, and the Work of the Board."

Raymond Fisman, Rakesh Khurana, & Edward Martenson. 2009. "Mission-Driven Governance," *Stanford Social Innovation Review*, Summer: 36-43.

Author. Board Tool. "Executive Director Conflict." *Governance Matters*.

Case: Deborah Sontag. 2001. "Who Brought Bernadine Healy Down?" *The New York Times Magazine*, December 23.

Week 6, February 13 Strategic Planning and Direction

The Jossey-Bass Handbook of Nonprofit Leadership and Management

- Chapter 9 "Strategic Planning and the Strategy Change Cycle."

Michael Allison & Jude Kaye. 2015. *Strategic Planning for Nonprofit Organizations: A Practical Guide for Dynamic Times*. (Select pages). Hoboken, NJ: John Wiley & Sons, Inc.

YMCA. *Delivering Our Cause: Strategic Plan 2014-2017*. YMCA USA (Great Example).

Case: Case 5.3 Setting Strategy: Finding Your Organization's North Star

Note: Case Analysis Memo #1 due Sunday, February 12th

Week 7, February 20 Presidents' Day – No Class

Week 8, February 27 Resource Acquisition & Financial Sustainability

Engine of Impact : Essentials of Strategic Leadership in the Nonprofit Sector

- Chapter 6 “Money Matters: Funding as Essential Fuel.”

Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals

- Chapter 12 “Nonprofit Financial Management.”
- Chapter 17 “Fundraising: Knowing When to Do What.”
- Chapter 19 “How to Seek a Grant.”

Managing Nonprofit Organizations.

- Chapter 6 “Resource Acquisition”
- Chapter 7 “Financial Stewardship and Management”

Case: Case 9.2 Endowments: To Spend Now or Save for a Rainy Day

Note: *Midterm due Sunday, February 26th by 11:59pm*

Week 9, March 6 Leading & Managing People

Effective Nonprofit Management : Context, Concept, and Competencies

- Chapter 5 “Human Resource Management in Nonprofit Organizations.”

Alex Daniels. 2022. “New Nonprofit Leaders of Color” *The Chronicle of Philanthropy*, January 20, 2022.

The Nonprofit Human Resource Management Handbook: From Theory to Practice

- Chapter 15 “Interchangeability of Labor: Managing a Mixed Paid and Volunteer Workforce.”
- Chapter 17 “Managing Generational Differences in Nonprofit Organizations.”

Case: Case 6.4 When Volunteers Run Amok: Needling the Press

Week 10, March 13 Spring Break – No Class

Week 11, March 20 Marketing, Brand, & Public Relations

Managing Nonprofit Organizations.

- Chapter 8 “Marketing”

Effective Nonprofit Management : Context, Concept, and Competencies

- Chapter 8 “Nonprofit Marketing”

Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals

- Chapter 24 “Nonprofit Marketing: The Why and How of Branding.”
- Chapter 29 “Public Relations for Nonprofits: Getting Exposure for Your Cause.”

Case: “Social Media and the Planned Parenthood Susan G. Komen for the Cure Controversy.”
KSG Case 1975.0

Note: Case Analysis Memo #2 due Sunday, March 19

Week 12, March 27 Advocacy, Lobbying, & Social Movements

The Jossey-Bass Handbook of Nonprofit Leadership and Management

- Chapter 14 “Advocacy, Lobbying, and Social Change.”

Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals

- Chapter 11 “Nonprofit Advocacy and Lobby.”

Leslie R. Crutchfield & Heather McLeod Grant. 2012. “Advocate and Serve.” *Forces for Good*.
Jossey-Bass.

Celestine Bohlen. 2020. “Protest Movements Without a Public Face. Do 21st-century social struggles need traditional leaders, or are they better off without them?” *The New York Times*. October 7, 2020.

James Ozden. 2022. “Protest Movements Could Be More Effective Than the Best Charities.” *Stanford Social Innovation Review*. April 14, 2022.

Case: Case 11.1 Meeting Your Mission: To Take a Public Position of Not?

Week 13, April 3 Building Bridges & Managing Partnerships

Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals

- Chapter 3 “Building Strong Social Movements.”

Managing Nonprofit Organizations

- Chapter 15 “Partnerships, Alliances, and Affiliations.”

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

Katherine Milligan, Juanita Zerda, & John Kania. 2022. “The Relational Work of Systems Change.” *Stanford Social Innovation Review*, January 18, 2022.

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

Week 14, April 10 Effectiveness & Accountability

The Jossey-Bass Handbook of Nonprofit Leadership and Management

- Chapter 4 “The Many Faces of Nonprofit Accountability.”

Effective Nonprofit Management : Context, Concept, and Competencies

- Chapter 10 “Nonprofit Effectiveness and Accountability.”

Mona Mourshed. 2022. “Beyond ‘X Number Served.’” *Stanford Social Innovation Review*, April 20, 2022.

The Economist (author). 2018. “The Gates Foundation’s Approach has Both Advantages and Limits.” *The Economist*. September 18, 2021.

Case: Case 4.1 Establishing Metrics: What Comes Out of a Back-Pack

Note: Reflection Paper #2 due Sunday, April 9th

Week 15, April 17 The Future of Nonprofit Leadership

Effective Nonprofit Management : Context, Concept, and Competencies

- Chapter 7 “Nonprofit Organizations and IT”

Jim Fruchterman. 2016. “Using Data for Action and for Impact.” *Stanford Social Innovation Review*, Summer, 2016.

Forbes Nonprofit Council (author). 2022. “14 Nonprofit Leaders Share Lessons Learned From The Shift To Remote Work.” *Forbes*, January 7, 2022.

Jacqueline Novogratz & Anne Welsh McNulty. 2022. “The Most Critical Ingredient in Leadership.” *Stanford Social Innovation Review*, July 6, 2022.

Libbie Landles-Cobb, Kirk Kramer, & Katie Smith Milway. 2015. "The Nonprofit Leadership Development Deficit." *Stanford Social Innovation Review*, October 22, 2015.

Cases: Case 12.2 Integrating Technology: Reforming the System
Case 14.1 Cross-Cultural Clash: An Unhealthy Dynamic

Week 16, April 24 In-Class Presentations

Final Exam, May 9 Final Exam Due Monday, May 9th by 11:59 P.M.

Helpful Nonprofit Research Resources

*Best sources to find trending topics for group project

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

References Cited (Books)

- Ahmed, Shamima. (2022). *Effective Nonprofit Management : Context, Concept, and Competencies*. (Second edition.). Routledge.
https://uosc.primo.exlibrisgroup.com/permalink/01USC_INST/hs9vaa/alma991043538448503731
- Anheier, Helmut & Toepler, Stefan. 2020. *The Routledge Companion to Nonprofit Management*. Taylor and Francis.
https://uosc.primo.exlibrisgroup.com/permalink/01USC_INST/273cgt/cdi_askews_holts_vlebooks_9781351721059
- Civitillo, Renato. (2021). *Management in the Non-Profit Sector: A Necessary Balance between Values, Responsibility and Accountability* (1st ed.). Routledge.
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- 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.
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- 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-ebshost-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/alma991042443031803731
- Tschirhart, Mary & Bielefeld, Wolfgang. (2012). *Managing Nonprofit Organizations*. Jossey-Bass.
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- Word, Jessica & Sowa, Jessica. (2017). *The Nonprofit Human Resource Management Handbook: From Theory to Practice* (1st ed.). Routledge.
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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 the [USC Student Handbook](#). Other forms of academic dishonesty are equally unacceptable. See additional information in the [USC Student Handbook](#) and university policies on [Research and Scholarship Misconduct](#).

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
studenthealth.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) 740-9355(WELL), press “0” after hours – 24/7 on call
studenthealth.usc.edu/sexual-assault

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

Office for Equity, Equal Opportunity, and Title IX (EEO-TIX) - (213) 740-5086
eetix.usc.edu

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

usc-advocate.symplcity.com/care_report

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.usc.edu

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) 821-4710

campussupport.usc.edu

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

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.

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

ombuds.usc.edu

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) 442-3340 or otfp@med.usc.edu

chan.usc.edu/otfp

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