

***Graduate Department of Public Administration –  
Faculty of Arts and Sciences,  
Rutgers University- Newark***

***26:834:570: Theory & Practice of Nonprofit Management  
Summer 2004, Session 1: June 1 to July 8  
Hill Hall – Room 202***

***Monsignor William J. Linder, PhD, & The NCC Team***

---

**Lecture:** Monday & Wednesday 5:30-8:40 p. m.

**Office Hours:** by appointment

**Fax:** 973-482-2137

**Work:** 973-497-4415

**Email:** [linder@newcommunity.org](mailto:linder@newcommunity.org);  
[dranglin@newcommunity.org](mailto:dranglin@newcommunity.org)

**website:** [www.newcommunity.org](http://www.newcommunity.org)

---

**A. Course Description**

The size and significance of the Nonprofit Sector has increased significantly over the last couple of decades. It is the newest and fastest growing category of organizations in the world. In the United States alone, there is an estimated 1.1 million nonprofits (non-government organizations). This course will introduce you to the theory, history, structure and practice of nonprofit management. Special emphasis will be given to critical functions such as fundraising and grantsmanship, financial management and budgeting, marketing and communications, leadership styles, monitoring and evaluation. Ethical behavior and the legal framework key to effective nonprofit management will also be discussed.

---

**B. Course Objectives**

Through readings, assignments and class discussions, participants will be exposed to: a) how individual nonprofit organizations and the nonprofit sector in general fit into the U.S. political culture and the U.S. constitutional system; b) distinguish the nonprofit sector from the for-profit and the governmental sectors, particularly as it focuses on policy issues affecting the quality of life in local communities and c) identify major management issues that continue to challenge nonprofit organizations and their leaders today. It is expected that at the successful completion of this course, you will be able to:

1. To know the historical roots of the nonprofit sector and how it differs from the other sectors.
2. To apply important facts, concepts and principles concerning the structure, function and behavior of nonprofit organizations.
3. To identify specific situational risks and opportunities faced by a nonprofit organization
4. To evaluate the influence and impact of political, legal, economic and social institutions and processes in public and nonprofit sector environments of a specific nonprofit organization
5. Apply three to five management theories to an organizational problem within a nonprofit organization and to develop and critically evaluate alternative approaches for their resolution

6. Identify five central values of a nonprofit organization, show how these are expressed in services provided and assess the consonance/dissonance of these organizational values with your own personal values
7. Design and present an operational plan to improve the functioning of a specific organization

---

**C. Required and Suggested Readings:**

**For most classes, readings are assigned from the book and assigned from the Internet. Some materials will be handed out in class.**

**Required Reading**

Herman, Robert, D. & Associates. The Jossey-Bass Handbook of Nonprofit Leadership and Management. San Francisco: Jossey-Bass Publishers, 1994

**Suggested Reading List – General**

Golembiewski, T. Robert; Stevenson G. Jerry. Cases and Applications in Nonprofit Management. F.E. Peacock Publishers, Inc., Illinois, 1998

Salamon, Lester, M. America's Nonprofit Sector: A Primer. New York: The Foundation Center, 1992

Salamon, Lester, M. Partners in Public Service: Government-Nonprofit Relations in the Modern Welfare State. Baltimore: The John Hopkins University Press, 1995

Hammack, David, C. (ed.) Making the Nonprofit Sector in the United States. Indianapolis: Indiana University Press, 1998.

Fisher, Julie. Non-Government: NGOs and the Political Development of the Third World

Drucker, Peter F. Managing the Non-Profit Organization

Wolf, Thomas. Managing a Nonprofit Organization in the Twenty-First Century

Letts, Christine W., William P. Ryan, Allen Grossman. High Performance Nonprofit Organizations

Schorr, Lisbeth. Common Purpose: Strengthening Families and Neighborhoods to Rebuild America

The Chronicle of Philanthropy: This paper provides resource information on Nonprofit Organizations

[www.newcommunity.org](http://www.newcommunity.org)

Websites and current events discussed in newspapers and periodicals

---

## D. Requirements

### Assignments

1. *Tour of New Community Corporation (NCC)*: Interested students will be invited to visit NCC and learn its management and leadership (OPTIONAL).
  2. *Finding Funding Project*: students will be asked to research 3 possible funding sources for a non-profit organization or project that they choose.
  3. *Paper and Oral Presentation*: the final exam will comprise of an oral presentation and a written paper of twelve to fifteen pages due on the last day of class (July 7, 2004). The presentation and paper will be on any of the many aspects of nonprofit organization management and leadership and must address major problems in the areas and offer solutions.
- 

### Attendance

Attendance is required of all students registered to the course and active in-class participation is highly encouraged. Should you have any reason to absent yourself from class, you should notify the lecturer well ahead of time and it is your responsibility to make-up all lost time.

**Please note:** all assignments must be submitted by the due date unless prior arrangements have been made with the lecturer. Late submission of projects will result in an accompanying reduction in grade.

---

## E. Evaluation Criteria

- |     |  |
|-----|--|
| 20% | Class Attendance and Participation             |
| 30% | Fundraising Exercise                           |
| 50% | Final Paper (Oral presentation 15%, Paper 35%) |

## F. Schedule and Reading Assignments

---

**Session 1, June 2nd: Introduction to course and overview of Nonprofit Management**  
**Dale Robinson Anglin**

---

**Session 2, June 7th: Historical Evolution of the Nonprofit Sector (Purpose, dimensions and structure)**  
**Monsignor William J. Linder**

*Reading Assignment:*

NCC History and NCC Materials

&

“Revisiting the Critical Elements of Comprehensive Community Initiatives”

<http://aspe.os.dhhs.gov/hsp/cci.htm>

---

**Session 3, June 9<sup>th</sup>: Management of Nonprofit (including strategic planning, organizational development and internal operational issues affecting the nonprofit sector)**  
**Kathleen Dedrick**

*Reading Assignment*

“A Framework for Organizational Development: The Why, What and How of OD Work”

<http://www.ncnonprofits.org/faq/babcock.pdf>

---

**Session 4, June 14<sup>th</sup>: Marketing and Fundraising/Grant writing**  
**Dale Robinson Anglin**

*Reading Assignment:*

“Comprehensive Model for Sustaining Community Projects”

<http://www.joe.org/joe/2003december/a3.shtml>

---

**Session 5, June 16th: Ethical and Legal Aspects of the Nonprofit Sector (including core values of the voluntary sector, regulatory and reporting requirements; advocacy, lobbying and IRS classifications)**  
**Dan Williamson and Ray Codey**  
**& Leadership Issues (Nonprofit Board Governance, and Executive leadership)**  
**Monsignor Linder and Kathy Spivey**

*Reading Assignment*

New Community Corporation Ethics Policy (will be provided to the class)

&

“Strengthening Boards of Nonprofit Organizations” (from the Journal for Nonprofit Management, Vol. 5, 2001) *Anne Gardon*

<http://www.supportctr.org/strengthening-boards.php>

---

**Session 6, June 21st: Provision of Services-Mental Health**

Lisa Fedder and Joretta Crump

*Reading Assignment:*

TBA

---

**Session 7, June 23rd: Provision of services-Workforce Development and Education and Youth Services**

Regina Adesanya and Karen Harrison Bowers

*Reading Assignment*

“Outcome Measurement in Nonprofit Organizations: Current Practices and Recommendations”

<http://www/independentsector.org/media/outcomespr/html>

---

**Session 8, June 28th: Developing and Managing Financial Resources (Budget, Fiscal Issues, Grantsmanship and Fundraising) Tony Tolles & Kathleen Dedrick**

*Reading Assignment*

TBA

---

**Session 9, June 30th: The International Nonprofit Sector (including NGOs, how NGOs and nonprofits can collaborate/coordinate to tackle global issues, current global issues)**

Joseph Matara

*Reading Assignment*

TBA

---

Session 10, July 7<sup>th</sup>: Last day of Class, paper AND ORAL presentation

---