Leadership and Management of Nonprofit Organizations

SYLLABUS

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Public Policy and Urban Planning M228, Social Welfare M241E

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The course is designed to help students understand how nonprofits exercise leadership in society and how to exercise leadership in nonprofits. Leadership will be the lens through which the class will explore theory, policy, and management of nonprofit organizations. The main focus will be on Los Angeles. There will be special attention to how nonprofits are functioning in the “new normal” consisting of greater need, concentrated wealth, increased poverty and decreased social mobility, and its effects on advocacy, collaboration, and program evaluation. There will be work in teams throughout the course, focusing on particular nonprofit organizations and missions, and a final project that will take shape when I better understand the backgrounds and interests of the students as well as the size of the class. Students will be expected to associate themselves with a nonprofit organization that reflects their values and aspirations and consider reciprocating with that organization through volunteering. This course will examine the context, issues, and skills associated with leadership and management of nonprofit organizations in the context of civil society. In particular the course will provide an understanding of civil society and the nonprofit sector; strategic planning; collaboration and partnerships; advocacy, and adaptive leadership in the nonprofit sector. The course is designed for graduate students in the UCLA School of Public Affairs as an elective that complements the Public Policy, Social Welfare and Urban Planning curriculums.

Grading:

Nonprofit Profile 25%
Reflection papers 20%
Class Participation 20%
Final Project 35%

Office Hours:
Wednesday afternoons 2-4, Sign up sheet outside 3250M Public Affairs Building
October 2: Nonprofits: Some History and Observations on the State of the Sector

Readings:


Guests: John Sullivan, Karen Mack

Assignment Due via email Tuesday, October 7 by 5 p.m.: Three page reflection. Identify three local nonprofits that align with your professional, personal, or political interests or personal involvement. Visit their websites, learn more about them. List their names, missions and describe in your own words what distinguishes them in their fields. Classify them in Salamon’s terms as to whether they most perform advocacy, expressive, community building, and/or value guardian roles and describe why. Critique their mission statements in Oster’s terms in terms of the role and scope of mission statements.

October 9: The Nonprofit Sector in Los Angeles

Readings:


UCLA Center for Civil Society: “Stressed and Stretched: The State of the Nonprofit Sector in Los Angeles, 2002-2012”


Second Assignment Due via email October 28: Identify a nonprofit organization in your interest and complete a profile that includes mission, plus brief summaries of its 990 information, a summary of what it does and how, its sources of income, a SWOT analysis of
that organization and a leadership analysis of that organization. Can be researched in teams, but papers are individual.

October 16: Philanthropy

Readings:


Andrea Smith, “The Revolution will not be Funded” Andrea Smith, from INCITE! Women of Color Against Violence, eds., The Revolution Will Not Be Funded, Beyond the Non-Profit Industrial Complex. South End Press, 2009


http://www.ssireview.org/articles/entry/collective_impact

Guest: Fred Ali, President of the Weingart Foundation

October 23: Leadership, Mission, Structure: Starting a Nonprofit

Readings:


http://hbr.org/2001/12/the-work-of-leadership/ar/1 (you must register, but it’s free)

Steps to Form a California Nonprofit Tax-Exempt Organization

www.connectriverside.org/index.php/download_file/view/24/97/

UCLA Center for Civil Case Study: Chrysalis (distributed in class October 11)

Third Assignment Due Tuesday, November 4: Reflection paper (800-1000 wds) from a nonprofit perspective on the definition: “Leadership is mobilizing people to take on tough tasks.”

October 30: Sustaining a Nonprofit: Money and Fundraising

Readings:

www.hks.harvard.edu/.../What%20Is%20Public%20Narrative.3.8.07.doc


http://www.ssireview.org/articles/entry/ten_nonprofit_funding_models
Center for Civil Society Case Study: Leadership Succession at the Community Coalition.

Guest: Alan Toy, West Side Center for Independent Living

November 6: Sustaining a Nonprofit: Lifecycle Transitions

Readings:

Keys to Life Cycle Transitions adapted from The Five Stages of Nonprofits, Judith Sharken Simon, 2002 (to be distributed)

Center for Civil Society Case Study: The Actor’s Gang

Final Assignment: In groups, design a proposed nonprofit, with a mission, analysis of niche and needs, strategic plan, for presentation to the class and guest philanthropists on the last day of class.

November 13: Advocacy

Readings:


Theresa Anasti and Jennifer E. Mosely “We are Not Just a Band-Aid:” University of Chicago School of Social Service Administration, November 2009

November 20: Business Models and Social Enterprise

Readings:

Mike Aiken, “Social Enterprise Typology,” Washington D.C.: Virtue Ventures LLC,

December 4: In-class Planning

December 11: Presentations Final reflection Due: Monday December 15.