POL 571: NONPROFIT ORGANIZATIONAL MANAGEMENT
FALL 2014

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TEXT

COURSE OBJECTIVES
1) To obtain a basic understanding of the principles and concepts of nonprofit management
and entrepreneurial leadership in the nonprofit sector
2) To develop hands-on practical managerial skills including grant writing, volunteer
development, entrepreneurial fundraising techniques, financial management and
marketing and branding.
3) To develop and in-depth understanding of the legal and ethical issues associated with the
nonprofit sector.
4) To create and develop a business plan for an entrepreneurial nonprofit organization.

GRADING
Presentation/Case Study/Participation 20%
Annual Report 25%
Exam 25%
Final Project 30%
100%

ASSESSMENT
PRESENTATION/CASE STUDY: Beginning with week two of this course, students will be
assigned a journal article for presentation (PowerPoint) and discussion. Students will be graded
based upon their organizational and presentation skills. Discussion questions will be provided to
assist with in-class discussion. In addition, students will be assigned one case study to summarize
and present to the class. These case studies will focus upon start-up entrepreneurial nonprofits or
traditional nonprofits engaging in transformational change. (Objective 1)
ANNUAL REPORT: All students will be presented with the cash audit of a “mythical” nonprofit tourist promotion agency. Students will use this information to generate a professional annual report comparable to that which would be presented to funding agencies (government, corporate and foundation), members and the general public.(Objective 2)

EXAM: Students will complete a traditional take-home exam focusing upon course readings and lecture notes. (Objective 1 and 3).

FINAL PROJECT: Students will be assigned to a group (no more than four to a group). You will be asked to create an entrepreneurial nonprofit organization addressing an unmet community need or service from the ground up including mission statement, bylaws, board composition, quantitative and qualitative need information, funding sources and a marketing/branding and donor communication plan. You will then make a presentation to the class on the last evening of the course as if you were seeking foundation funding for your organization. (Objectives 3 and 4).

COURSE OUTLINE

I. Overview of Nonprofit Organizations
   a. Why Nonprofits Exist
   b. History
   c. Legal Status in the U.S.

READINGS: Chapters 1 and 2, Worth, Case 2.1, p. 42, Case 2.2 p. 43
DISCUSSION QUESTIONS: page 14, 2 and 3 and page 44, 5 and 6

II. Nonprofit Governance
   a. Role of Boards of Directors
   b. Leadership

READINGS: Chapters 3 and 4, Worth, Cases 3.1, p. 66, 4.1, p. 96 and 4.3, p. 97
   Herman, Robert. 2009. “Are Public Sector Nonprofit Boards Meeting Their Responsibilities?”
DISCUSSION QUESTIONS: page 69, 1 and 2 and page 99, 1, 2, 4 and 5
III. Nonprofit Management – Managing the Entrepreneurial Organization
   a. Capacity Building
   b. Strategic Planning

READINGS: Chapters 5, 6, Worth, Case 5.1, p. 121 and Case 6.1, p. 152

DISCUSSION QUESTIONS: page 123, 1, 4 and 7 and page 155, 1, 2 and 8

   c. Staff and Volunteers
   d. Branding and Marketing

READINGS: Chapters 7, 8 and 9, Worth, Cases 7.1, p. 179, 8.1, p. 206 and 9.1, p. 234
In-Class Handout Case Study: Homeboy Industries: An Incubator of Hope and Businesses

O’Neill. 2009. “Public Confidence in Nonprofits”

DISCUSSION QUESTIONS: page 181, 1, page 208, 1 and page 236, 1, 2 and 3

IV. Nonprofit Financial Management- Funding the Entrepreneurial Enterprise
   a. Fundraising

READINGS: Chapter 10 and 11, Worth, Case 10.1, p. 258

DISCUSSION QUESTIONS: page 259, 1 and 2 and page 297 (Case Study: Fundraising ethical cases)

   b. Grant Writing
   c. Contracting Out
   d. Financial Management

READINGS: Chapters 12, 13 and 14, Case 12.1, p. 319

DISCUSSION QUESTIONS: page 321, 4 and 5 and page 360, 3 and 4
ARTICLES


