PUBPOL 587-003: Public Management (Nonprofit Organizations)
Gerald R. Ford School of Public Policy
Winter 2015

Contact information

Faculty instructor: Dr. Megan E. Tompkins-Stange, Ph.D.
Lecturer of Public Policy
Email: mtompkin@umich.edu
Office: Weill Hall 5227
Office hours: Mondays, 1:30-3:00 PM; Thursdays, 10:00-11:30 AM (by appointment; sign up in advance at http://tinyurl.com/METSofficehours)

Graduate student instructor: Ryan Etzcorn
Email: ryanetz@umich.edu
Office: Weill Hall
Office hours: TBD

Class schedule

Mondays, 4:00PM-7:00PM, Weill Hall 1230

Course overview

This course fulfills the Public Management core requirement for M.P.P. students who are interested in the management of nonprofit organizations as key actors within public policy. The intent of the course is to prepare future nonprofit leaders to critically analyze management issues that define and constrain the nonprofit sector, particularly in terms of its relationship with government and social welfare provision, in the United States. The course is designed to provide not only a review of best practices in policy-oriented nonprofit management, but also to rigorously consider underlying normative issues that arise within the process of managing organizations. The class is designed using the case method, and is highly interactive and discussion-based, incorporating numerous small group activities, debates, applied exercises and simulations.

The course begins by establishing a conceptual framework that will be used throughout the course, which examines how the nonprofit sector can be understood through two contrasting disciplinary perspectives, drawn from economics and political science. The class will then discuss key institutional structures and legal rationales that have resulted in the nonprofit sector's special tax privileges, and will analyze how nonprofits operate in partnership with or in complement to the state. We will apply these concepts to concrete problems in management, using a case-based approach. Topics include navigating organizational change, problems in governance and leadership, strategy development, performance management, measurement and evaluation, organizational growth, marketing and fundraising, communications and brand management.

Assignments and evaluation

Students will be evaluated based on the requirements below:

- Class participation: 40%
- Written assignments: 60% total
  - Analytical memo: 10%
  - Case study analysis: 20%
  - Grant proposal, including theory of change and logic model: 30%

Unless otherwise specified, all written assignments should be double-spaced with one-inch margins and completed in Times New Roman 12-point font.

All papers should be submitted in hard copy to the Graduate Student Instructor's student box by 5 pm on the deadlines listed in the syllabus.

Class participation. The course is highly interactive and discussion-based, and as such, participation is a significant and crucial component of students' experiences. Contributions in class should reveal a substantial familiarity with the assigned readings, a capacity to analyze the issues and problems under discussions, and an ability to incorporate, synthesize, and constructively criticize the comments of classmates. Students are expected to read all the readings assigned for every class session and actively engage in all in-class exercises, which will include small-group work as well as larger-group discussions and debates.

Analytical memo. This assignment is designed to demonstrate students' comprehension of the conceptual framework presented at the outset of the course. Length: 3 pages. **Due February 9.**

Case study analysis. This assignment will require students to analyze a case study of an organization facing management challenges in a time of transition. Length: 5 pages. **Due March 23.**

Grant writing proposal. In teams of two, students will complete a grant proposal for a nonprofit organization of their choice. Each team will pair with another team to offer substantive feedback and document the written feedback as part of the final submission. Students should pursue organizations that they would like to write grants for early in the semester, in order to make appropriate contacts, schedule interviews and obtain background information. The substantive material necessary to complete the assignment will be taught in class on March 16. Length: 15 pages. **Due April 20.**

Course policies

- Students are expected to attend class regularly and on time, and to notify the instructor of all planned absences and late arrivals in advance, barring emergencies. Students who have more than one unexcused absence will relinquish their spaces in the class. Instances of lateness to class of more than 15 minutes, barring emergencies, will be counted as unexcused absences. Students must be present on the first day of class in order to remain enrolled, except by prior arrangement with the instructor.

- Paper extensions require prior arrangements with the instructor. There will be no exceptions to this policy, barring emergencies. Late papers will receive a deduction of one course grade per day, and papers that are more than two days late will not be accepted.
- The use of laptops and other electronic devices is not permitted in class, except when accommodations are necessary for students' learning. Accommodations should be arranged with the instructor in advance of the course with appropriate documentation.
- Students are expected to conduct themselves with academic honesty and integrity as established at http://www.rackham.umich.edu/policies/academic_and_professional_integrity/.
- The instructor reserves the right to make reasonable changes to the syllabus throughout the course of the semester, with appropriate notice to students, in the event of timely news developments that may align with relevant topics under discussion. As such, students should rely on the copy of the syllabus that will be posted and updated regularly on CTools.

Class schedule

All readings are posted on CTools unless otherwise indicated.

Monday, January 12. Introduction, syllabus review, the evolving role of the nonprofit sector in relationship to the state; charitable tax exemption

- Simon, J., H. Dale, and L. Chisholm. "Federal Tax Treatment Of Charitable Organizations." In W.W. Powell and R. Steinberg (eds.), *The Nonprofit Sector: A Research Handbook* (2006).
- Gomez, E. "The Rise of the Charitable For-Profit Entity." *Forbes* (January 13, 2012).
- Reich, R., L. Dorn, and S. Sutton. "Anything Goes: Approval Of Nonprofit Status By The IRS." Stanford Center on Philanthropy and Civil Society (2007) (read pages 2-16 and skim Appendix III, "The 20 Most Eccentric Public Charities Approved By The IRS In 2008").
- Katz, S. "Must Charity Be Efficient?" *The Chronicle of Higher Education* (December 7, 2009).
- Strom, S. "Helmsley Left Dogs Billions In Her Will." *The New York Times* (July 2, 2008).

Monday, January 19. MLK Day, no class

Monday, January 26. Conceptual frameworks for understanding nonprofits

- Steinberg, R. "Economic Theories Of The Nonprofit Sector." In W.W. Powell and R. Steinberg (eds.), *The Nonprofit Sector: A Research Handbook* (2006).
- Clemens, E. "The Constitution of Citizens: Political Theories Of Nonprofit Organizations." In W.W. Powell and R. Steinberg (eds.), *The Nonprofit Sector: A Research Handbook* (2006).
- Young, D. "Complementary, Supplementary Or Adversarial? A Theoretical And Historical Evaluation Of Nonprofit-Government Relations In The United States." In Boris and Steuerle (eds.), *Nonprofits And Government* (2005).
- Materials on Green Dot Public Schools

Monday, February 2. No class

Monday, February 9. Environmental mapping, strategic planning, and theories of change

- Mackinnon, A., N. Amott, and C. McGarvey. "Mapping Change: Using A Theory of Change To Guide Planning And Evaluation." *GrantCraft* (2006).
- W.K. Kellogg Foundation Logic Model Development guide
- Sample theories of change on CTools

Analytical memo due

Monday, February 16. Performance management and measuring impact
Speaker: Shelley Metzenbaum, director, Volcker Alliance (1:00-2:30 PM)

- Ebrahim, A. and V.K. Ragnan. "The Limits Of Nonprofit Impact: A Contingency Framework For Measuring Social Performance." Harvard Business School working paper (2011).
- "Ten Years of Performance Measurement." Bridgespan (available at http://www.bridgespan.org/Blogs/Measuring-to-Improve/April-2013/Ten-Years-of-Performance-Measurement.aspx#.UsXb52RDvR0)
- Schorr, L. "Broader Evidence for Bigger Impact." *Stanford Social Innovation Review* (Fall 2012).
- Ebrahim, A. and C. Ross. "The Robin Hood Foundation." Harvard Business School case (2011).
- Additional materials TBA

Monday, February 23. Contracting and collaboration with government

- Smith, S. "Managing The Challenges Of Government Contracts." Chapter 21 in *Jossey-Bass Handbook*.
- Yankey, J. and C. Willen. "Collaboration And Strategic Alliances." Chapter 14 in *Jossey-Bass Handbook.*
- Kania, J. and M. Kramer. "Collective Impact." *Stanford Social Innovation Review* (Winter 2011).
- Hanleybrown, F., J. Kania, and M. Kramer. "Channeling Change: Making Collective Impact Work." *Stanford Social Innovation Review* (Winter 2012).
- Varley, P. "The Challenge Of Multi-Agency Collaboration: Launching A Large-Scale Youth Development Project In Hartford." Harvard Kennedy School case (2002).

Monday, March 2. Spring break – no class

Monday, March 9. Challenges of philanthropic involvement in public arenas

- Dolan, M. "Revival Bid Pits Detroit Against Donor." *The Wall Street Journal* (July 2, 2011).
- Cohen, R. "Motown Blues: Foundations And Government Struggle For Solutions And Each Other." *The Nonprofit Quarterly* (July 17, 2011).
- Whyte, L. E. "Philanthropy Keeps The Lights On In Detroit." *Philanthropy Roundtable* (Winter 2014). Available at http://www.philanthropyroundtable.org/topic/excellence_in_philanthropy/philanthropy_keeps_the_lights_on_in_detroit
- Ibarguen, A., M. Noland, R. Rapson and D. Walker. "Why Our Philanthropies Are Investing

In Detroit." *The Chronicle of Philanthropy* (January 17, 2014). Available at http://philanthropy.com/article/Why-Our-Foundations-Are/144107/

- Schambra, W. "Foundations Offering To Bail Out Detroit May Regret Their Decision." *The Chronicle of Philanthropy* (January 24, 2014). Available at http://philanthropy.com/article/Foundations-Offering-to-Bail/144233/
- Cohen, R. "Add Kellogg Foundation to Detroit's Bailout." *Nonprofit Quarterly* (January 29, 2014). Available at https://nonprofitquarterly.org/philanthropy/23598-add-kellogg-foundation-to-detroit-s-bailout.html

Monday, March 16. Managing money: development, fundraising, and grant writing

- Gregory, A. and D. Howard. "The Nonprofit Starvation Cycle." *Stanford Social Innovation Review* (Fall 2009).
- Pallotta, D. 2013. "The Way We Think About Charity Is Dead Wrong." TED (watch the talk online at http://www.ted.com/talks/dan_pallotta_the_way_we_think_about_charity_is_dead_wrong?language=en)
- Berger, K. "A Lot A Pallotta, But Very Little To Charity." *Huffington Post* (September 24, 2013).
- Fogal, R. "Designing And Managing The Fund Raising Program." Chapter 19 in *Jossey-Bass Handbook*.
- "If the Founding Fathers Wrote a Grant Proposal." Available at http://www.blueavocado.org/node/804
- Grant writing documents on CTools:
    - Sample Request For Proposals
    - "Approaching The Foundation"
    - "Knowledge Base – Letter Of Inquiry"
    - "Letter Of Inquiry Strategy"
    - "Writing A Successful Grant Proposal"
    - Sample successful grant proposal to Surdna Foundation

Monday, March 23. Organizational growth, scaling, and mission creep

- Bradach, J. "Going To Scale: The Challenge Of Replicating Social Programs." *Stanford Social Innovation Review (*Spring 2003).
- Kramer, M. "One Business Maxim to Avoid: 'Going To Scale.'" *The Chronicle of Philanthropy* (February 3, 2005).
- Campbell, K. and M. Taft-Pearman. "Getting Replication Right: The Decisions That Matter Most For Nonprofit Organizations Looking To Expand." Bridgespan (2008).
- "Scaling Impact." *Evaluation Exchange*, Vol. XV (Spring 2010).
- Other readings TBA

Case study analysis due

Monday, March 30. Managing people: Board governance, executive leadership, and human resources

- Von Hoffman, A. "The Test of Transition: The Case of the Community Preservation and Development Corporation." Harvard Kennedy School case (2010).

- Other readings TBA

Monday, April 6. Marketing, brand management and strategic communications

- Kylander, N. and C. Stone. "The Role of Brand in the Nonprofit Sector." *Stanford Social Innovation Review* (Spring 2012).
- Preston, J. "Outcry Is Fierce In Cut To Funds By Cancer Group." *The New York Times* (February 4, 2012).
- Belluck, P. "Cancer Group Backs Down On Cutting Off Planned Parenthood." *The New York Times* (February 3, 2012).
- Preston, J. "After Outcry, A Senior Official Resigns At Komen." *The New York Times* (February 7, 2012).
- Jackson, N. "Who Is Behind Susan G. Komen's Split From Planned Parenthood?" *The Atlantic* (February 1, 2012).
- Benning, T. "Komen Apologizes For 'Recent Decisions,' Pledges To Continue Funding Planned Parenthood." *Dallas News* (February 3, 2012).
- Benning, T. "Planned Parenthood Praises Komen For 'Clarifying' Grant Criteria, Looks 'Forward To Continuing Our Partnership.'" *Dallas News* (February 3, 2012).
- Ch. 12 in Jossey Bass Handbook on Strategic Communications
- Watch the KONY 2012 video by Invisible Children: http://www.kony2012.com
- Watch the follow-up video at: http://invisiblechildren.com/media/videos/program-mobilization/what-happened-to-kony-2012/http://www.invisiblechildren.com
- Curtis, P. and T. McCarthy. "Kony 2012: What's The Real Story?" *The Guardian* (March 8, 2012).
- "Fighting War Crimes, Without Leaving The Couch?" *The New York Times* (March 9, 2012) (read the entirety of the Room For Debate feature)
- Finck, A. "100 Million Viewers Can't Be Wrong: How Kony 2012 Succeeded Beyond Our Wildest Expectations." *Foreign Policy* (March 16, 2012).
- Titeca, K. and M. Sebastian. "Why Did Invisible Children Dissolve?" *Washington Post* (December 30, 2014). Available at http://www.washingtonpost.com/blogs/monkey-cage/wp/2014/12/30/why-did-invisible-children-dissolve/

Monday, April 13. Guest session taught by Ryan Etzcorn: Nonprofits in international context: Case study of Chinese civil society

- Readings TBA

Monday, April 20. Capstone case: Challenges of "evidence-based" growth: The Harlem Children's Zone

- Excerpt from Dobbie, W. and R. Fryer. "Are High Quality Schools Enough To Increase Achievement Among The Poor? Evidence From The Harlem Children's Zone." NBER working paper (2010).
- Brooks, D. "The Harlem Miracle." *The New York Times* (May 8, 2009).
- Whitehurst, G. and M. Croft. "The Harlem Children's Zone, Promise Neighborhoods, And The Broader, Bolder Approach to Education." Brookings Institution (2010).
- Canada, G. "HCZ Responds To Brookings." Promise Neighborhoods blog, Policylink (July 22, 2010).

- Whitehurst, G. and M. Croft. “The Harlem Children’s Zone Revisited.” Brookings Up Front Blog (July 28, 2010).
- Perry, S. “Promise Neighborhoods Program Gets Big Boost In Obama Budget.” *The Chronicle of Philanthropy* (February 14, 2011).
- Otterman, S. “Lauded Harlem Charter Schools Have Their Own Problems.” *The New York Times* (October 12, 2010).

Grant writing assignment due