

**Strategic Management and Organization 438/B1, 637/B1
Managing Not for Profit Organizations**

**Winter Term 2015
Course Syllabus**

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Course Content and Objectives

Many management ideas and practices are derived from private, for profit organizations. This course examines some of the issues confronting management in the not-for-profit sector, which may be loosely organized into four groups: health, education, social services, and the arts. Specific topics address four major areas, which include governance, volunteerism, finance, and agency management.

This course is intended to be practical and realistic and will, through the use of off site tours and guest lecturers, help students to understand the true realities of this dynamic and growing sector in our economy.

The course objectives are:

1. to explore the role of not for profit organizations in contemporary society;
2. to provide the necessary foundation for understanding the key issues facing these organizations, and
3. to develop critical thinking and problem-solving skills to analyze and design sector specific solutions.

Learning Goals

This course incorporates the learning goals of the BCom and MBA Program, in particular Critical Thinking and Problem Solving, Research Skills, plus Oral and Written Communications.

Course Materials

There is no formal textbook required for this course. Much of the material presented in class will come from internet sources, which are referenced in this course outline. In the past, the instructor has used other resources, some of which are also listed below. You will see some references to these resources in your class notes and also in this course outline, but you are not expected to buy these resources.

Mission-based Management - leading your not-for-profit into the 21st Century, by Peter C. Brinckerhoff. Wiley Nonprofit Series, 2009.

The Jossey-Bass Handbook of Nonprofit Leadership and Management (Second Edition), by Robert D. Herman and Associates. San Francisco: Jossey Bass, 2005.

Evaluation/Grading

Final grading in this class is done on the basis of individual student and (potentially) group achievement of the course objectives and program outcomes. These outcomes are measured by the following assessments, which are two exams and one major project as follows:

- 1) Two Mid-Term Exams - 25% each

These exams assess written communication, critical thinking and problem solving, and understanding (and application) of material in each half of the course.

These exams will be a mixture of short and long answer questions. The first midterm will take place on February 11, and the second midterm will take place on April 1. A list of questions for these exams will be handed out ahead of time, and the instructor will choose questions for the exam from this list of questions on exam day. Many of these questions will be based on cases, which will be made available one week before the exams.

2) Group Project – 50%

This project assesses written communication, critical thinking, research skills, and understanding of tasks typically undertaken by a manager in the not for profit sector.

A significant component of the course evaluation (50%) is based on a group project. Students will be expected to form groups (maximum of 4 members), and to provide the instructor with a list of their group members by January 28. If students are not in a group by January 28, the instructor will assign them to a group.

In determining the student's final grade, the instructor will consider the student's overall individual course performance in an absolute sense, and also each student's performance relative to his/her peer's performance.

Important: A final student evaluation will be conducted at the end of the term by each group member. This evaluation will be based on a charter that each group member will agree to and sign when the group has its initial meeting. A sample copy of a group charter is available on the course web site.

These evaluations are an important component in assessing each student's final project mark. For example, if a group receives a final project mark of 80% (or 32 of the possible 40 marks), and group members (based on the agreed to components of the group charter), assign a group member a score of 70 out of 100 for their participation, then that student's final mark for the project would be 56% (or 22.4 out of the possible 40 marks). So the student's final project mark is based on the quality of the group's project *and* their peers' assessment of their performance in the group.

Because these evaluations are an important part of each student's final grade, it is important that each group member maintains copies of meeting agendas and group minutes throughout the term. Sample copies of agenda and minute formats are available on the course web site.

Note: Should a student feel the evaluation given by their other group members is incorrect, it is the affected student's responsibility to provide the instructor with: a written statement of how they contributed to the project, original copies of their project contributions, plus group meeting agendas and minutes that clearly show they attended meetings and completed the work that was assigned to them. *Without these documents, the instructor will be unable to entertain an appeal, and the evaluation provided by the other group members will be considered correct.*

Group evaluations are due on the final day of class (April 8). If the instructor does not receive an evaluation on that day, he will assume that each student in that group will receive a full 100% of the course project value.

To complete this project, students will need to complete the following:

Proposal (5%)

This proposal assesses written communication, critical thinking, and research skills.

Students will be required to write a short proposal outlining their proposed project (i.e. the name of the organization and contact information, a project description, expected outcomes, time line for completion, and a description of any expected risks or issues that may affect the success of the project). This proposal should not exceed 2 double spaced pages (12 point font, 1 inch margins). Please hand in the signed ethics form (Manager's Informed Consent Letter) with this assignment. The due date for this assignment is February 11, 2015.

Presentation (5%)

This presentation assesses oral communication and teamwork skills.

Students will be required to present their project to the class on April 8, 2015.

Final Report (40%)

This report assesses written communication, critical thinking, research skills, teamwork skills, and understanding of tasks typically undertaken by a manager in the not for profit sector.

Students will be required to write a comprehensive report. This report should not exceed 25 double spaced pages (not including appendices), 12 point font, 1 inch margins. The due date for this assignment is April 15, 2015 at the latest. The guidelines for this project/report are attached to this syllabus.

Groups will be penalized for completed work that exceeds the requested page length, is less than doubled spaced, and/or where the font is smaller than 12 point.

Ethics

In completing this project, students will be expected to maintain the highest possible level of ethics and diligence. Early in the term, students will be expected to download the ethics forms from the course web site, and then bring them to class. The instructor will explain the ethics procedure required for the course, and also explain how the forms are to be completed.

Academic Integrity

The University of Alberta is committed to the highest standards of academic integrity and honesty. Students are expected to be familiar with these standards regarding academic honesty and to uphold the policies of the University in this respect. Students are particularly urged to familiarize themselves with the provisions of the Code of Student Behaviour (online at <http://www.uofaweb.ualberta.ca/governance/StudentAppealsRegulations.cfm>) and avoid any behaviour which could potentially result in suspicions of cheating, plagiarism, misrepresentation of facts and/or participation in an offence. Academic dishonesty is a serious offence and can result in suspension or expulsion from the University.

University Policy on Course Outlines

Policy about course outlines can be found in Section 23.4(2) of the University Calendar.

Course Schedule

Week 1 (January 7): Discussion of course, expectations, introduction to not-for-profit organizations

Readings:

Required:

- Read the executive summary 'Talking About Charities 2013: Canadians' Opinions of Charities and Issues Affecting Charities', from Muttart Foundation web site at <http://www.muttart.org/sites/default/files/survey/2.%20Executive%20Summary.pdf>

Optional:

- Are There Too Many Non-Profit Organizations in Alberta Duplicating Services? (Mark Holmgren Consulting), from: <http://www.muttart.org/sites/default/files/report/aretheretoomanynonprofits-final.pdf>
- The Nonprofit and Voluntary Sector in Alberta: Regional Highlights from the National Survey of Nonprofit and Voluntary Organizations (Imagine Canada), from: http://www.imaginecanada.ca/files/www/en/nsnvo/f_alberta_sector_report.pdf

SECTION 1: STRUCTURE, GOVERNANCE, LEADERSHIP

Week 2 (January 14): Mission, Structure, Governance, Leadership, Boards (Part I)

Readings:

Required:

- Board Building: Recruiting and Developing Effective Board Members for Not-for-Profit Organizations (pages 7 – 57), from http://www.muttart.org/sites/default/files/downloads/publications/recruiting_development.pdf

Optional:

- Muttart Foundation publication “Board Development – Drafting and Revising Bylaws for Not-for-Profit Organizations” from: http://www.muttart.org/sites/default/files/downloads/publications/drafting_revising.pdf
- Incorporating a Society in Alberta from: <http://www.servicealberta.gov.ab.ca/716.cfm>
- Non-Profit Companies from: <http://www.servicealberta.gov.ab.ca/714.cfm>
- Registering a Charity for Income Tax Purposes (CRA) from: <http://www.cra-arc.gc.ca/E/pub/tg/t4063/t4063-13e.pdf>

Week 3 (January 21): Boards of Directors (Part II), Executive Leadership

Readings:

Required:

- Non-profit Governance Models: Problems and Prospects (pages 8-18) from: <http://www.innovation.cc/peer-reviewed/bradshaw5final.pdf>
- The Board and Executive Director: Developing and Nurturing an Effective Relationship (pages 39-50) from http://www.muttart.org/sites/default/files/Sloan_K_The%20Board%20and%20Executive%20Director.pdf

Optional:

- Carver Governance Model from: <http://www.carvergovernance.com/model.htm>

- Why Nonprofits Have a Board Problem from:
<http://hbswk.hbs.edu/archive/4735.html>

Week 4 (January 28):

SECTION 2: VOLUNTEER AND HUMAN RESOURCE MANAGEMENT

Readings:

Required:

- Pages 11-34 and 39-41 of Volunteer Screening (Volunteer Canada) from:
<http://volunteer.ca/content/2012-screening-handbook>
- Volunteer Canada from: <http://volunteer.ca/content/nearly-one-million-more-volunteers-2007>
- Pages 7-9 of Caring Canadians, Involved Canadians from
<http://www.statcan.gc.ca/pub/89-649-x/89-649-x2011001-eng.pdf>
- Statistics Canada: Volunteer rate and distribution of volunteer hours from:
<http://www.statcan.gc.ca/pub/89-649-x/2011001/tbl/tbl21-eng.htm>

Optional:

- Volunteer recognition (Volunteer Canada) from:
<http://volunteer.ca/content/volunteer-recognition>
- Universal Declaration on the Profession – Volunteer Canada from:
<http://volunteer.ca/content/universal-declaration-profession>

Week 5 (February 4):

Completion of volunteer management lecture from January 28.

Off campus field trip – Location TBA

Week 6 (February 11):

Midterm 1 Exam (90 minutes)

Project Proposal Due

SECTION 3: PROGRAM EVALUATION AND DEVELOPMENT

Readings:

Required:

- Module 1 of Project Evaluation Guide for Nonprofit Organizations (Fataneh Zarinpoush, Imagine Canada) from:
http://library.imaginecanada.ca/files/nonprofitscan/en/csc/projectguide_final.pdf

Week 7 (February 18): Reading Week – no class

Week 8 (February 25):

SECTION 4: FINANCIAL EMPOWERMENT AND FUNDRAISING

Readings:

Required:

- Charitable giving by Canadians from: <http://www.statcan.gc.ca/pub/11-008-x/2012001/article/11637-eng.pdf>
- Fundraising Ideas That Work for Grassroots Organizations (sections 4,6 and 9), by Ken Wyman from:
<http://en.copian.ca/library/research/heritage/compartne/fr4gras1.htm>
- Donor Bill of Rights from: http://beta.cfre.org/wp-content/uploads/2013/09/Donor_Bill_of_Rights.pdf

Optional:

- Canadian Centre for Philanthropy Ethical Fundraising and Financial Accountability Code from:
http://www.imaginecanada.ca/sites/default/files/www/en/ethicalcode/ethical_code.pdf
- The 2013 Generosity Index (Fraser Institute) from:
http://www.fraserinstitute.org/uploadedFiles/fraser-ca/Content/research-news/research/publications/GenerosityIndex_2013.pdf
- Understanding Canadian Donors: Using the National Survey of Giving, Volunteering and Participating to Build Your Fundraising Program (pages 2-31) from:

http://www.givingandvolunteering.ca/files/giving/en/reports/understanding_donors.pdf

Week 9 (March 4): Grant Making, Foundations

Download and bring to class the letter of inquiry form from the Edmonton Community Foundation (go to <http://www.ecfoundation.org>, then click on 'For grant seekers', then 'Community Grants Program')

Required reading:

- Proposal Writing Article by Ingrid van Rotterdam from:

<http://sectorsource.ca/sites/default/files/resources/files/building-foundation-partnerships.pdf> pages 42-56, or

- Proposal writing short course (Foundation Center) from:
http://foundationcenter.org/getstarted/tutorials/shortcourse/prop1_print

SECTION 5: MARKETING AND ENTERPRISE STRATEGIES

Week 10 (March 11): Enterprise Strategies, Marketing in the Not for Profit Sector

Readings:

Required:

- Social Enterprise: The Three P's: Philosophy, Process, and Practicalities by Shelley Williams (p. 17-20, 28-42, 50-68) from:
http://www.muttart.org/sites/default/files/Williams_S_Social%20Enterprise%20The%20Three%20P's%20Philosophy,%20Process,%20and%20Practicalities.pdf

Optional:

- Strategic Marketing for Non profit Organizations, Kotler et al, ch. 1
- Andreasen, Marketing Social Change, Introduction, p. 1-33
- Introduction to Social Enterprise (Canadian Centre for Community Renewal) from: <http://www.communityrenewal.ca/sites/all/files/resource/P213.pdf>

Week 11 (March 18):

Off site tours.** Locations TBD. Note that this class may run until 5 pm.

Week 12 (March 25):

SECTION 6: STRATEGIC PLANNING AND MANAGEMENT

Readings:

- The Garden Patch - An Organic Approach to Planning for the Voluntary Sector
Anne E. Campbell (p. 77-120) from:
http://www.muttart.org/sites/default/files/Campbell_A_The%20Garden%20Patch.pdf

Optional:

- 20 Questions Directors of Not for Profit Organizations Should Ask About Strategy and Planning (Hugh Lindsay, Chartered Accountants of Canada) from:
<https://www.cpacanada.ca/business-and-accounting-resources/strategy-risk-and-governance/strategy-development-and-implementation/publications/20-questions-on-strategy-and-planning-for-not-for-profit-board-directors>
- A Workforce Strategy for Alberta's Non-Profit and Voluntary Sector from:
<http://work.alberta.ca/documents/workforce-strategy-nonprofit-and-voluntary-sector.pdf>

Week 13 (April 1):

Midterm 2 Exam (90 minutes)

Week 14 (April 8):

Class presentations

** A note about the off site tours. These tours are not mandatory, but students usually find them to be an interesting and enriching part of the course. All students will be required to sign a waiver form if they wish to participate in these off site tours, and can decide not to participate in the tours at any time even if they sign the waiver form.

NOT FOR PROFIT MANAGEMENT – FINAL PROJECT ASSIGNMENT GUIDELINES

For your final assignment in the course, you (your group) should consider the following points.

- Format

A recommended format would be:

1./ Introduction to your project and its goals.

You should provide a clear description and goals of your project. Also, please include a *brief* description of the NFP, its mission, and other key facts that provide a background to your project.

2./ Methodology

This section should speak to how you performed the project. Please be specific, especially as to how your project fit within the mission and goals of the NFP. As this is a management course, it is really important to show how you used your management skills to carry out the project. Statements that provide examples of how you used skills from this course are also helpful.

3./ Outcome(s)

What were the results of your project? How did the NFP benefit? Were you able to leave behind any knowledge that would add to their organization's future capacity?

4./ Student Learning

What did you learn from this project? In what ways did the completion of this project assist you in better understanding the NFP sector? Do you want to make any general observations about the project or sector?

- General marking/evaluation criteria

In marking your project, the instructor will be evaluating your ability to integrate (and apply) your knowledge of this not for profit management course into the project. So there should be an obvious connection between the course and the project. Any supporting secondary data is appreciated, as well as proper grammar, referencing, and organization of the paper. Consistency of thought is also important, particularly if you are working in a group. Recall that 25 double spaced pages (not including appendices) is the limit for this assignment.