

Course Readings Schedule Nonprofit Management

Fall 2020

Dr. Elizabeth Searing

Readings for the week and the accompanying Individual Reading Response should be completed by class time. All readings will be available in eLearning or from the University library at the appropriate time.

Week 1 (August 18): Introductions, Syllabus Review, and Discussion

No readings due.

Activity

Hager, Mark A., and Searing, Elizabeth A.M. 2014. "The Top Ten Ways to Kill Your Nonprofit." *The Nonprofit Quarterly* (Winter, 2014).

Week 2 (August 25): Foundations of the Nonprofit Sector

Readings and IRR Due:

Frumkin, Peter. 2002. "The Idea of a Nonprofit and Voluntary Sector." In *On Being Nonprofit*. Cambridge, MA: Harvard University Press.

McKeever, Brice S., and Pettijohn, Sarah L. 2014. *The Nonprofit Sector in Brief, Public Charities, Giving, and Volunteering, 2014*, Washington, D.C.: Urban Institute.

National Center on Charitable Statistics. 2020. The Nonprofit Sector in Brief 2019.

<https://nccs.urban.org/publication/nonprofit-sector-brief-2019#the-nonprofit-sector-in-brief-2019>

Salamon, Lester R. 1987. "Of Market Failure, Voluntary Failure, and Third-Party Government: Toward a Theory of Government-Nonprofit Relations in the Modern Welfare State." *Nonprofit and Voluntary Sector Quarterly*, 16(1-2), 29-49.

Watson, Larry, and Hoefer, Richard. 2014. "Administrative and Organizational Theories." In *Developing Nonprofit and Human Service Leaders*. Thousand Oaks, CA: Sage.

Week 3 (Sept. 1): The Social Sector Across the World

Readings and IRR Due:

Casey, John. 2016. "Comparing Nonprofit Sectors Around the World: What do we know and how do we know it?" *The Journal of Nonprofit Education and Leadership*, 6(3), 187-223.

Child, Curtis. 2014. "Sector Choice: How Fair Trade Entrepreneurs Choose Between Nonprofit and For-Profit Forms." *Nonprofit and Voluntary Sector Quarterly*, 1-20.

Salamon, Lester M., Sokolowski, S. Wojciech, Haddock, Mega A., and Tice, Helen S. 2013. "The State of Global Civil Society and Volunteering." Comparative Nonprofit Sector Working Paper no. 49.

Week 4 (Sept. 8): Nonprofit Manager as Leader

Readings and IRR Due:

Bowman, Woods. 2012. "Nonprofit Accountability and Ethics: Rotting from the Head Down." *Nonprofit Quarterly*, Oct. 26th.

Jaskyte, Kristina. 2004. "Transformational leadership, organizational culture, and innovativeness in nonprofit organizations." *Nonprofit Management and Leadership*, 15(2), 153-168.

Striebing, Clemens. 2017. "Professionalization and Voluntary Transparency Practices in Nonprofit Organizations." *Nonprofit Management and Leadership*, 28(1), 65-83.

Tierney, Thomas. 2006. *The Nonprofit Sector's Leadership Deficit*. Washington, DC: The Bridgespan Group.

Week 5 (Sept 15): Nonprofit Manager as Governor

Readings and IRR Due:

Buse, Kathleen, Bernstein, Ruth Sessler, and Bilimoria, Diana. 2016. "The influence of board diversity, board diversity policies and practices, and board inclusion behaviors on nonprofit governance practices." *Journal of Business Ethics* 133(1), 179-191.

Fletcher, Kathleen. "Effective Boards: How Executive Directors Define and Develop Them," *Nonprofit Management and Leadership* 2 (Spring, 1992), 283-293.

Kearns, Kevin P. "Effective Nonprofit Board Members as Seen by Executives and Board Chairs," *Nonprofit Management and Leadership* 5 (Summer 1995), 337-358.

Texas Deep Dive:

Nonprofit FAQs page for the Texas Secretary of State:

<https://www.sos.state.tx.us/corp/nonprofitfaqs.shtml>

Board Roles and Responsibilities from the Texas Commission on the Arts:

<https://www.arts.texas.gov/resources/tools-for-results/nonprofit-basics/board-of-directors/board-roles-and-responsibilities/>

Week 6 (Sept. 22): Nonprofit Manager as Advocate

Readings and IRR Due:

Casey, John, and Mehrotra, Apurva. 2011. *Background Paper: Understanding Nonprofit Advocacy*. Center for Nonprofit Strategy and Management. New York City: Baruch College. ONLY READ PAGES 8-22.

Dodge, Jennifer. 2010. "Tensions in deliberative practice: a view from civil society." *Critical Policy Studies*, 4(4), 384-404.

Fyall, Rachel, and McGuire, Michael. 2014. "Advocating for Policy Change in Nonprofit Coalitions." *Nonprofit and Voluntary Sector Quarterly*, December.

Prentice, Christopher R., and Brudney, Jeffrey. 2017. "Nonprofit lobbying strategy: Challenging or championing the conventional wisdom?" *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 28(3), 935-957.

Week 7 (Sept. 29): Nonprofit Manager as Government Citizen and Contractor

Readings and IRR Due:

Boris, Elizabeth T., et al. 2010. *Human Service Nonprofits and Government Collaboration, Findings from the 2010 National Survey of Nonprofit Government Contracting and Grants*. Washington, D.C.: Urban Institute.

Chand, Daniel E., Calderon, M. Apolonia, Hawes, Daniel P., and O’Keeffe, Lauren O. 2020. "Serving Immigrant Communities: Effectiveness of Nonprofit Legal Aid Organizations in an Age of Heightened Enforcement." *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 1-13.

Guo, Chao. 2007. "When Government Becomes the Principal Philanthropist: The Effects of Public Funding on Patterns of Nonprofit Governance." *Public Administration Review* (May-June), 458-473.

Saidel, Judith R., and Harlan, Sharon L. "Contracting and Patterns of Nonprofit Governance," *Nonprofit Management and Leadership* 8 (Spring 1998), 243-260

Week 8 (Oct. 6): Nonprofit Manager as Public Relations Expert

Readings and IRR Due:

Bandyopadhyay, Chinmoy, and Ray, Subhasis. 2019. "Responsible marketing: can social enterprises show the way?." *Journal of Nonprofit & Public Sector Marketing*, 31(2), 164-183.

Gibelman, M. & Gelman, S.R. 2001. "Very Public Scandals: Nongovernmental Organizations in Trouble." *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 12(49). doi:10.1023/A:1011242911726

Lovejoy, Kristin, Waters, Richard D., and Saxton, Gregory R. 2012. "Engaging stakeholders through Twitter: How nonprofit organizations are getting more out of 140 characters or less." *Public Relations Review*, 38(2), 313-318.

Young, Jimmy. 2017. "Facebook, Twitter, and Blogs: The Adoption and Utilization of Social Media in Nonprofit Human Service Organizations." *Human Service Organizations: Management, Leadership & Governance*, 41(1), 44-57.

Week 9 (Oct. 13): Nonprofit Manager as Human Resources Director

Readings and IRR Due:

Nesbit, Rebecca, Christensen, Robert, and Brudney, Jeffrey. 2018. "The limits and possibilities of volunteering: A framework for explaining the scope of volunteer involvement in public and nonprofit organizations." *Public Administration Review*, 78(4), 502-513.

Light, Paul C. 2002. "The Content of their Character: The State of the Nonprofit Workforce," *The Nonprofit Quarterly* (Fall), 6-16.

Soni, Vidu. 2000. "A Twenty-First Century Reception for Diversity in the Public Sector: A Case Study." *Public Administration Review*, 60(5), 395-408.

Speckbacher, Gerhard. 2013. "The use of incentives in nonprofit organizations." *Nonprofit and Voluntary Sector Quarterly*, 42(5), 1006-1025.

Week 10 (Oct. 20): Nonprofit Manager as Resource Developer

Readings and IRR Due:

Bhati, Abhishek, and Hansen, Ruth. "A Literature Review of Experimental Studies in Fundraising." *Journal of Behavioral Public Administration*, 3(1) 1-19.

Dees, J. Gregory. 1998. "Enterprising Nonprofits," *Harvard Business Review* (January-February, 1998), 55-67.

Searing, Elizabeth A.M., and Young, Dennis. 2020. "Feeding the Zoo." In *The Social Enterprise Zoo*. Cheltenham: Edward Elgar.

Stone, Melissa M., Hager, Mark A., and Griffin, Jennifer J. 2001. "Organizational characteristics and funding environments: A study of a population of United Way-affiliated nonprofits." *Public Administration Review*, 61(3), 276-289.

Teasdale, et al. 2013. "Oil and Water Rarely Mix: Exploring the Relative Stability of Nonprofit Revenue Mixes Over Time." *Social Enterprise Journal* (4) 1, 69-87.

Week 11 (Oct. 27): Nonprofit Manager as Financial Guru

Readings and IRR Due:

Bowman, Woods. 2011. "Financial capacity and sustainability of ordinary nonprofits." *Nonprofit Management and Leadership*, 22(1), 37-51.

Lecy, Jesse D., and Searing, Elizabeth A.M. 2014. "Anatomy of the Nonprofit Starvation Cycle: An Analysis of Falling Overhead Ratios in the Nonprofit Sector." *Nonprofit and Voluntary Sector Quarterly*. doi: 10.1177/0899764014527175.

Searing, Elizabeth. 2018. "Determinants of the recovery of financially distressed nonprofits." *Nonprofit Management and Leadership*, 28(3), 313-328.

Young, Dennis R. 2007. "Toward a normative theory of nonprofit finance." In D. R. Young (Ed.), *Financing nonprofits: Putting theory into practice* (pp. 339-372). Lanham, MD: AltaMira Press. .

Week 12 (Nov. 3): Nonprofit Manager as Program Evaluator

Readings and IRR Due:

Kaplan, Robert S. 2001. "Strategic Performance Measurement and Management in Nonprofit Organizations, *Nonprofit Management and Leadership* 11,3 (Spring), 353-370.

Kim, Mirae, Charles, Cleopatra, and Pettijohn, Sarah. 2019. "Challenges in the use of performance data in management: Results of a national survey of human service nonprofit organizations." *Public Performance & Management Review*, 42(5), 1085-1111.

Thomas, John C. 2016. "Outcome Assessment and Program Evaluation." In *Jossey-Bass Handbook*, 444-474.

Wheatley, Margaret and Kellner-Rogers, Myron. 1998. "What Do We Measure and Why?" *the New England Nonprofit Quarterly* (Fall/Winter), 6-9.

Week 13 (Nov. 10): Nonprofit Manager as Strategist

Readings and IRR Due:

Brown, William A. 2016. "Teaching Strategic Management to Nonprofit Students." *Journal of Nonprofit Education and Leadership*, 6(3), 273-286.

Never, Brent. 2011. "Understanding Constraints on Nonprofit Leadership Tactics in Times of Recession." *Nonprofit and Voluntary Sector Quarterly*, 40(6), 990-1004.

Stone, Melissa M., Bigelow, Barbara, and Crittenden, William. 1999. "Research on Strategic Management in Nonprofit Organizations," *Administration and Society* 31, 3 (July), 378-423.

Week 14 (Nov. 17): Future Trends in the Nonprofit Sector

Readings and IRR Due:

Bromley, Patricia, and Meyer, John. 2014. "'They Are All Organizations': The Cultural Roots of Blurring Between the Nonprofit, Business, and Government Sectors." *Administration and Society*, doi: 10.1177/0095399714548268.

Child, Curtis. 2015. "Tip of the Iceberg: The Nonprofit Underpinnings of For-Profit Social Enterprise." *Nonprofit and Voluntary Sector Quarterly*, 1-21.

Harris, Margaret. 2012. "Nonprofits and Business: Toward a Subfield of Nonprofit Studies." *Nonprofit and Voluntary Sector Quarterly* 41 (5) , 892-902.

Weisbrod, Burton. 1997. "The Future of the Nonprofit Sector: Its Entwining with Private Enterprise and Government." *Journal of Policy Analysis and Management*, 16(4), 541-555.