

UCLA Luskin School of Public Affairs

Social Welfare M241E / M228 Public Policy / Urban Planning M288

Nonprofit Organizations and Philanthropy: Management and Policy

Winter Quarter 2021

Synchronous Online Course

Thursday 5pm-8pm

Instructor: Helmut K. Anheier

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Office Hours: Tuesday, 11am-12noon, or by appointment

Technical and CCLE management by Claire Nelischer (cnelischer@g.ucla.edu)

Course Description

The increased importance of nonprofit organizations – as service providers, vehicles of humanitarian assistance, policy advocates, social entrepreneurs, innovators, and as instruments of government reform – have moved this set of institutions closer to the center of social welfare, urban planning and public policy agendas. The course will introduce the conceptual background, examine theories, look at aspects of organizational behavior, and, for the most part, deal with management models and policy frameworks. The course uses a variety of instructional formats, e.g., lecture, seminar-type discussion, in-class presentations, and guest presentations. 3 hours. Letter grading.

Student Learning Outcomes

Students will:

1. Understand the role of civil society, nonprofit organizations and philanthropy in contemporary society.

2. Become familiar with the management and governance of nonprofit organizations, including foundations.
3. Demonstrate an understanding of the various policy frameworks for service delivery and advocacy.
4. Appreciate regional, cross-sector and international differences in the role and management of nonprofit organizations.

Required textbook

We will use a textbook for basic readings:

Anheier, Helmut K. *Nonprofit Organizations: Theory, Management, and Policy*. London and New York: Routledge, 2014/2021.

In addition, we recommend two other recent volumes, the first with a focus on management, the other on current research and policy implications:

Helmut K. Anheier and Stefan Toepler (eds.) *The Routledge Companion to Nonprofit Management*. New York and London: Routledge, 2020.

Walter W. Powell and Patricia Bromley (eds.) *The Nonprofit Sector: A Research Handbook*. Stanford: Stanford University Press, 2020.

Other material will be posted on the class website, as needed.

After each class, we will upload a summary that provides an outline of the lecture, topic and material presented, and, as applicable, guidance to further readings as well as other useful sources. There will also be a taped video of the session. These additional items will be relevant for assignments and in-class presentations, and you are expected to make use of them as appropriate. These materials, once put together with your own notes and other class material, offer a convenient summary of the course, and a useful reference source for the future.

Other than the textbook and the two volumes, material (summaries, assignments, additional readings etc.) will be posted on the class website/CCLE. Please note that there will be no hardcopies available in class.

Keep in mind to check the website class website/CCLE regularly for class announcements and changes.

Course Requirements and Grading Criteria

Short Assignments

Each student is expected to submit three short, written assignments on a topic specified. The assignments are triggered by instructions posted on the class website the week before they are due. For example, the instructions for assignment 1 will be available in session 3, and the assignment is due in session 4.

Final paper

The final paper is a 2,000-word paper on a topic of the student's choice relating to any of the aspects covered in class or that come within the compass of the management and policy of nonprofit organizations and philanthropy. The actual topic should be cleared with the instructor, but students are encouraged to be innovative and intellectually daring. The paper's emphasis should be on creativity and on applying the concepts, approaches and evidence covered in class. The paper is due the last day of exam week.

Participation

Regular attendance at lectures is expected. Required readings should be completed prior to lectures, as this will facilitate better class discussion. In each session, we will have a discussion period around questions and issues relating to the material covered.

Presentations

Each student is expected to present either one of the three assignments or an outline of the final paper. We will post a roster so you can allocate yourself; further instructions will follow.

Grading

| ASSIGNMENT | DUE DATE | PERCENT OF FINAL GRADE |
|---------------------------------|-------------------------------------|------------------------|
| Three short assignments | Various | 20 percent each |
| Final paper | Last day of exam week | 30 percent |
| Participation and presentations | Throughout, including presentations | 10 percent |

University/Class Policies

Academic integrity is a high priority for the UCLA Department of Social Welfare. Instructors are required to report suspected acts of plagiarism to, and for investigation by, the UCLA Office of the Dean of Students [UCLA Student Conduct Code]. Instructors frequently and randomly use "Turnitin" technology to scan papers for non-original content, including purchased papers and inserted

text that is without proper citation. Evidence of plagiarism will be turned over to the Dean of Students for investigation. For more information see the [Student Code of Conduct](#).

Accommodations based on disability: Students with disabilities requiring academic accommodations should submit their request for accommodations as soon as possible, as it may take up to two weeks to review the request. If you are already registered with the Center for Accessible Education (CAE), please request your Letter of Accommodation on the Student Portal. Please note that the CAE does not send accommodations letters to instructors--you must request that I view the letter in the online Faculty Portal. Once you have requested your accommodations via the Student Portal, please notify me immediately so I can view your letter.

For more information, please visit the CAE website (www.cae.ucla.edu), visit the CAE at A255 Murphy Hall, or contact by phone at (310) 825-1501.

Statement of Affirmation: I intend to make this classroom a space that affirms all identities and perspectives, including your race, color, national origin, ethnic origin, ancestry, marital status, religion, age, sex, gender, gender expression, gender identity, transgender status, pregnancy, physical or mental disability, medical condition, genetic information (including family medical history), sexual orientation, political ideology and affiliations, citizenship, or service in the uniformed services. Regardless of background, all students have a right to an equitable education. Because of the multi-faceted and complex nature of our identities, it is imperative that we are committed to affirming one another's perspectives as a community for all enrolled in this course. I encourage all members to embrace and learn from the diversity in this classroom, school, and university. I want to highlight that discrimination, harassment, or forms of hateful transgressions will not be tolerated in our learning environment. If you have any recommendations about how to make our environment more inclusive please feel free to let me know.

New COVID and Remote Teaching Statements/Policies

In our class, we will be using Zoom for synchronous (same time) sessions. The link will be made available through [class email, **CCE (preferred link location)**], always same link = XXX]

Please make sure that your Internet connection and equipment are set up to use Zoom and able to share audio and video during class meetings. Let me know if there is a gap in your technology set-up [**insert email address**] as soon as possible, and we can see about finding solutions.

In this course, being able to see one another helps to facilitate a better learning environment and promote more engaging discussions. Therefore, our default will be to expect students to have their cameras on during lectures and discussions.

However, I also completely understand there may be reasons students would not want to have their cameras on. If you have any concerns about sharing your video, please email me as soon as possible [insert email] and we can discuss possible adjustments.

Recording policy

All synchronous classes will be recorded via Zoom so that students in this course (and only students in this course) can watch or re-watch past class sessions. Please note that breakout rooms will not be recorded. I will make the recordings available on CCLE as soon as possible after each class session (usually within 3 hours of the class meeting). Recordings will live in our CCLE website.

Please note that you are not allowed to record the class yourself or share the class recordings. This is to protect your FERPA rights and those of your fellow students. Like video recordings, chat should only be used for class purposes and should not be shared beyond the class.

Covid-19 information

The Luskin School has a [Covid-19 FAQ resource page](#) compiling information relevant to Covid-19 and its impacts. The page is updated periodically.

Course Structure and Readings

Session 1

Introduction

- Why study nonprofits and philanthropy?
- What is special about nonprofits?
- Concepts
- Dimensions
- Policy developments

Readings: Anheier, chapters 1 and 3, 4 and 5
Powell in Powell & Bromley

Discussion: Experience in the nonprofit & philanthropic sector

Skim: Anheier, chapter 2
Soskis in Powell & Bromley

Session 2

Theory

- Why do non-profit organizations exist?
- Why philanthropy?
- Why do people give and volunteer?

Readings: Anheier, chapter 8
Hemel in Powell & Bromley
Lechterman & Reich in Powell &
Bromley

Discussion: current theoretical debates

Assignment 1 handed out: analyzing a nonprofit organization of your choice.

Session 3 Leadership, Management, Organization

- What is Management?
- Entrepreneurship
- Organizational behavior

Readings: Anheier, chapters 11, 12
Simsa in Anheier & Toepler

Assignment 1 due

Presentations of assignment 1

Session 4 Resourcing Nonprofit Organizations

- Financial revenue
- Human resources
- Theories of change

Readings: Anheier, chapters 13, part of 14 (human resources section)
Russell, Walk & Handy in Anheier & Toepler
Mair in Powell & Bromley

Assignment 2 handed out: theory of change

Session 5 Governance, Accountability, & Transparency

- What is governance?
- What is accountability?
- What is transparency?

Readings: Anheier, chapter 15
Brown in Anheier & Toepler
Choi and Mirabella in Anheier & Toepler

Assignment 2 due

Student presentations

Session 6 ***State - Nonprofit Relations and Policy Frameworks***

Readings: Anheier, chapter 16
 Marwell & Brown in Powell & Bromley

Assignment 3 handed out: developing a business plan
for a nonprofit organization of your choice

Discussion: democracy

Session 7 ***Advocacy***

Readings: Suárez in Powell & Bromley
 Walker & Oszkay in Powell & Bromley
 Mosely, Weiner-Davis & Anasti in
 Anheier & Toepler
 LeRoux and Feeney in Anheier &
 Toepler

Discussion: role of advocacy

Session 8 ***Philanthropy***

Readings: Anheier, chapters 6, 9
 Reckhow in Powell & Bromley
 Brest in Powell & Bromley

Assignment 3 due

Student presentations

Final paper instructions handed out

Session 9 ***International Aspects***

- The role of non-governmental organizations
- Globalization and beyond

Readings: Anheier, chapter 17, 18
 Schofer and Longhofer in Powell &
 Bromley

Session 10**Final Discussion**

Student Presentations

Final paper due last day of exam week.

The nonprofit sector includes many different fields. Some major ones are covered in Powell and Bromley:

| Field | Chapter by |
|------------------|--------------------------------|
| Social services | Mosley |
| Urban | Brandtner & Dunning |
| Immigration | Bloemraad, Gleeson & de Graauw |
| Environment | Delmas, Lyon & Jackson |
| Health care | Horwitz |
| Education | Arum & Kepins |
| Arts | Ostrower |
| Social movements | Bringel & McKenna |
| Religion | Fulton |

There also specific topics covered by Anheier & Toepler that we will address inter-alia but deserve additional attention:

| Topic | Chapter by |
|--|----------------------|
| Evaluation and performance | Benjamin & Campbell |
| Budgeting and financial management | Lam & Beatty |
| Internal controls | Grasse & Neely |
| Information and communications technology management | McNutt |
| Volunteer management | Hager & Renfro |
| Association and membership management | Tschirhart |
| Nonprofit marketing and branding | Hudson |
| Social enterprise | Kerlin |
| Social finance | Han, Chen & Toepler |
| Social innovation | Krlev & Mildemberger |