

Leading Non-profits in the 21st Century (ML 580/680)

SYLLABUS ABSTRACT

Term and Year Offered: Summer 2020

Learning Environment: Online (synchronous and asynchronous)

Meeting Dates/Times/Place: The class will run from June 1 – July 13, 2020. The first two weeks of the course are asynchronous. It is strongly suggested that students begin their reading for the first two weeks early. The seminar will include a mix of presentations from the instructor, group discussion and exercises. The format includes online synchronous and asynchronous segments as well as individual off-line readings and assignments.

Synchronous Sessions Scheduled: 10:30 am to 11:45 am Central Time, Mondays-Wednesdays, June 15-17, June 22-24, June 29 - July 1, and July 6-8

Instructor(s): Dr. Deborah Hagman-Shannon

Course Description:

Nonprofit organizations face many challenges, not the least of which is the ability to be financially stable and grow in meaningful and appropriate ways. In the 21st Century, it is clear that the ability to articulate and “live” one’s mission is intrinsically connected with financial sustainability. More and more, we are seeing that this applies to nonprofits of all sizes and shapes, including churches and religious-based organizations. We face an uncertain future in all respects. And this uncertainty calls for thoughtful, well-informed leadership and stewardship. Church leaders, especially clergy, must understand what this means for them. In particular, this includes establishing and maintaining the cornerstones of an effectively managed organization with focus on:

1. What it means to be a nonprofit
2. Clear roles and responsibilities
3. Well-articulated and shared vision, mission and plans
4. Consistent and thoughtful ways of engaging parishioners, community members and others
5. Types and features of organizational budgets: program, operating, capital, cash flow
6. Calculating full costs for organizational sustainability
7. Managing a budget throughout the fiscal year
8. Principles and challenges of raising revenues
9. How leaders live, work and guide the organizations for which they are responsible

Required Resources (Chapters as assigned):

Managing a Nonprofit Organization, Thomas Wolf, Free Press, 2012

Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals, Darian Rodriguez Heyman, Ed., Wiley, 2nd Edition, 2019

The Leadership Challenge, James Kouzes and Barry Posner, Jossey-Bass, 6th Edition 2017

Strengths Finder 2.0: Discover Your Clifton Strengths, Tom Rath, Gallup Press, 2007

The Budget-Building Book for Nonprofits: A Step-by-Step Guide for Managers and Boards, Murray Dropkin, Jim Halpin and Bill LaTouche, Jossey-Bass, 2007

Required Articles, Available on Moodle:

Harvard Business Review Leadership Series:

“Top Boards Do These 4 Things Differently” by Rusty O’Kelley III and PJ Neal, February 10, 2020

“The Most Important Leadership Competencies, According to Leaders Around the World by Sunnie Giles, March 15, 2016

“The Focused Leader” by Daniel Goleman, December 2013

“Crucibles of Leadership” by Warren Bennis and Robert J. Thomas, September 2002

Other articles/case study, Available on Moodle:

The Furniture Bank by Jean Salamat, 2010, Harvard Business Review

Assessments:

DiSC Classic Personal Profile