

Managing a Healthy Nonprofit Organization: A General Survey of Issues and Concerns

This program provides a survey of the management of nonprofit organizations at the agency level. It includes an introduction to each of the key areas of agency management, including volunteer-staff relations, public relations, budgeting and finance, marketing and common legal issues. Students will focus on how professionals can collaborate at work to achieve trust, effectiveness, and growth to have successful "healthy" nonprofit organizations.

Through the use of modules we will explore:

- Financial Management for Nonprofit Organizations
- Volunteer Management
- Managing Nonprofit Boards of Directors
- Values-Based Management and Leadership
- Marketing
- Fundamentals of Fundraising
 - Development of Planned Giving Programs
 - Grantwriting
 - Events Management and Conference Planning

Fundamentals of Fundraising:

This program provides an overview and introduction to the complex arena of fundraising. Students will review the skills required for direct solicitation, developing an annual fund drive, organizing special events, phone-a-thons and special events, as well as how to conduct donor/prospect research and to design eye-catching promotional materials. The course also looks at ethical questions related to fund-raising. It will combine practical finance and issues of leadership and management of nonprofits for students to increase their understanding of funding strategy options, organizational management and leadership capacities required to pursue such options, and transition management issues for organizations shifting funding strategies.

Students will explore the process of grant acquisition, beginning with the formulation of a fundable idea and concluding in an application and its review. They will examine strategies nonprofits are using to shift the balance between contributed and earned income. It looks closely at organizational capacities required to generate fee income and to shift from governmental and foundation grant funding to individual donor strategies; potential unrelated business income tax consequences; and multiple entity corporate structures. It also looks at cost savings management enhancement strategies which involve shared back offices, alliances, and mergers.

Volunteer Management:

The program will evaluate organizational needs and capacities for volunteers, and unique issues of effective recruitment, training, and management of volunteers. This course also addresses techniques for training, motivating and supervising volunteers. Students will learn the significance of program evaluation and how it relates to volunteer retention.

Managing Nonprofit Boards of Directors:

By focusing on the different roles of board members, the executive director and staff students will explore the management of nonprofit boards of directors. Through interactive exercises, case studies and guest presentations, students will develop skills for learning how to develop and work effectively with boards. The course shows how to best use boards to contribute to the success of nonprofit organizations.

Values-Based Management and Leadership:

Students will learn to assess their leadership styles, as well as board and executive relations, change and transition, evaluation, and competition and collaboration among nonprofits. Students will explore how nonprofits differ or are similar to for-profit organizations and review how vision, diversity, change and values can take on different perspectives in a leadership capacity. Students will explore approaches to collaborative leadership and mutual empowerment.

Marketing:

This program provides an overview of the tools to build effective marketing campaigns and programs for nonprofit managers. Students will examine: market research, writing your market plan, developing collateral materials, advertising, media relations, grass roots marketing, constituent relations, advocacy, and partnership development. We will look at public relations planning and evaluation, building positive relations with the media, and preparing news releases and agency backgrounders. The program also deals with ethical obligations and crisis management.

Students will be divided into "Creative Teams" and each team will focus on a long term project throughout the Program.

Text Being Considered:

****High Performance Nonprofit Organizations: Managing Upstream for Greater Impact**
by Christine W. Letts, William P. Ryan, Allen S. Grossman \$29.95
Hardcover - 224 pages 1 edition (October 16, 1998)
John Wiley & Sons; ISBN: 0471174572

****Enterprising Nonprofits: A Toolkit for Social Entrepreneurs**
J. Gregory Dees, Jed Emerson, Peter Economy
\$34.95

****Managing Nonprofits.org: Dynamic Management for the Digital Age**
Ben Hecht, Rey Ramsey
ISBN: 0-471-39527-7
Hardcover
288 Pages
November 2001 \$29.95

****Making Nonprofits Work : A Report on the Tides of Nonprofit Management Reform**
by Paul Charles Light
Paperback - 96 pages (April 2000)
Brookings Institute; ISBN: 0815752458

*****Harvard Business Review on Nonprofits (The Harvard Business Review Paperback Series)**
Paperback - (February 1999) 224 pages \$19.95

Others for consideration:

Fundraising for Non-Profits
P. Burke Keegan (Paperback - March 1994)
Burke Keegan / Harpercollins Publishers / Business \$18.00

*The Jossey-Bass Handbook of Nonprofit Leadership and Management, 7 X 10
Robert D. Herman & Associates
ISBN: 1-55542-651-4
Hardcover
688 Pages
September 1994, Jossey-Bass \$68.00 (pricy but excellent!!)

Mission-Based Marketing: How Your Not-For-Profit Can Succeed in a More Competitive World
Peter C. Brinckerhoff
ISBN: 0-471-29693-7
Hardcover
224 Pages
February 1998 \$52.95

Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook
by Michael Allison, Jude Kaye, Judy Kaye, Mike Allison (Contributor)
\$39.95

Improving the Economy, Efficiency, and Effectiveness of Not-for-Profits: Conducting Operational Reviews
Rob Reider: \$44.95

*The Fundraising Planner : A Working Model for Raising the Dollars You Need (Jossey-Bass Nonprofit and Public Management Series.)
by Terry Schaff, Douglas Schaff, Doug Schaff
Paperback - 240 pages 1 Ed edition (July 1999) \$29.00

The Complete Guide to Nonprofit Management
by Robert H. Wilbur (Editor), Bucklin Smith, Associates Smith, \$29.95
Jossey-Bass; ISBN: 0787944351

Conducting a Successful Capital Campaign: The New, Revised and Expanded Edition of the Leading Guide to Planning and Implementing a Capital Campaign
by Kent E. Dove (Hardcover - October 1999) \$53.00

Nonprofit Boards : Roles, Responsibilities and Performance (Nonprofit Law, Finance, and Management Series)
by Diane J. Duca (Hardcover - September 1996) \$29.95

Leaders Who Make a Difference : Essential Strategies for Meeting the Nonprofit Challenge
by Burt Nanus (Preface), Stephen M. Dobbs (Hardcover - October 1999) \$26.00

The Volunteer Recruitment Book : (And Membership Development)
by Susan J. Ellis (Paperback) \$18.95

High Impact Philanthropy : How Donors, Boards and Nonprofit Organizations Can Transform Communities (Wiley Nonprofit Law, Finance, and Management series)
by Alan L. Wendroff, Kay Sprinkel Grace (Hardcover - December 2000) \$34.95

The Collaboration Challenge
by James E. Austin (Hardcover - April 2000) \$25.00

and so on, depending on the topics you want