PUBA 631
NONPROFIT MANAGEMENT PRACTICES AND TOOLS

Thursday 6-8:30pm
Webster 104

Instructor: Dr. Morgen Johansen       Office hours: By appointment
Office: Saunders 405                Office phone: 956-7551
Email: morgen.johansen@hawaii.edu

Course Overview
This course is designed to provide students with the essential skills and tools needed in their careers as nonprofit managers and leaders. Overall, the class is designed to build student skill sets in advocacy, financial management, fund development and grant writing, program evaluation, and strategic planning.

Course Objectives
Readings, lectures, discussions and assignments are intended to help students gather the necessary knowledge and tools to practice these skills. Through this course, students will be better prepared for management positions in nonprofit organizations.

Upon completion of this course, students should be able to:
- advocate effectively for their organization
- read, prepare, and analyze financial statements
- identify the most appropriate model for a fundraising campaign based on the needs of the organization
- select and implement the correct program evaluation method for their organization
- successfully navigate and implement the strategic planning process

Course Requirements
Each student must complete the assigned readings as scheduled and on time.
Each student must actively participate in class discussions.
Each student must complete all assignments and submit them on time.
Each student must be respectful of other students’ ideas and experiences.

Assessment
Each assignment is worth 100 points. There are 5 assignments. Details about each assignment will be discussed in the first session of the topic.

Participation in class activities, including discussion, case studies, and attendance is worth an additional 100 points. Students may earn a total of 600 points in this class.

Writing Guidelines
All written assignments must be typed, stapled, double-spaced, with one-inch margins.
and in Times New Roman 12 pt font. All written assignments will be graded on clarity, accuracy, and proper sentence structure and grammar in addition to content. You should proofread all assignments before turning them in and should include a bibliography if sources are cited.

**TENTATIVE SCHEDULE** (Note: This schedule is subject to change as the semester goes on. More details for each topic will be provided at the beginning of that topic’s session).

**1. Advocacy**
Jan 10<sup>th</sup> – January 31<sup>st</sup>
Guest lecturer: Bill Musick

Learning objectives:
- Understand key legal aspects
- Learn how organizational policies can clarify roles and responsibilities
- Identify and analyze ways to be an effective advocate for an organization

**Readings:** Available from class session on January 10<sup>th</sup>

**Review:** Worth Chapter 14, Forces for Good

**Assignment:** Advocacy action plan due January 31<sup>st</sup>

**2. Nonprofit financial management**
Feb 7<sup>th</sup> – Feb 14<sup>th</sup>

Learning objectives:
- Understand the various financial roles in a nonprofit organization
- Understand the concepts associated with nonprofit financial management
- Be able to present, understand, and analyze nonprofit financial data

**Readings:** Available on Laulima

**Review:** Worth Chapter 13

**Assignment:** Financial statement analysis due February 21<sup>st</sup>

**3. Program evaluation**
February 21<sup>st</sup> – March 14<sup>th</sup>

Learning objectives:
- Understand reasons for program evaluations
- Gain awareness of the various types and purposes of program evaluations
- Understand the strengths and weaknesses of quantitative and qualitative
evaluation efforts

**Readings:** Available on Laulima

**Review:** Worth Chapter 6

**Assignment:** Program evaluation plan due March 21st

4. **Strategic planning**  
   March 14th – April 4th

Learning objectives:
- Understand the strategic planning process including terms, stages, formulation, and implementation

**Readings:**  
Available on Laulima

**Review:** Worth Chapter 7

**Assignment:** Strategic plan case study due April 11th

5. **Fundraising, Grant writing and Contract management**  
   April 18th – April 25th

Learning objectives:
- Identify and understand the various fund development options for nonprofit organizations
- Define the principle components of fundraising
- To identify the most appropriate model for a fundraising campaign based on the needs of the organization
- To be able to identify grant sources and how to cultivate and solicit grants

**Readings:** Available on Laulima

**Review:** Worth Chapter 11 and 12

**Assignment:** Grant proposal due May 9th