Leading Nonprofit Organizations P11.2125  
Robert F. Wagner School of Public Service  
New York University  

Fall 2009  
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Class: Wednesdays 4:55-6:35  
Office Hours: Wednesdays 11:00-1:00  

Course Description  

Leading Nonprofit Organizations examines the basic pressures that face nonprofits today, both within historical and contemporary contexts. Students will be challenged to assess their own theories of nonprofit accountability and excellence, while confronting critical issues facing the sector. Although students will learn practical lessons for managing nonprofits, the class focuses heavily on broad trends shaping the sector. Classes will involve a mix of lecture and discussion based on weekly memos written by students.  

Prerequisite: P11.120  

Books for Purchase at the Professional Bookstore  

Paul Light, The Search for Social Entrepreneurship (rebate on royalties in class)
Requirements

Class participation is absolutely essential, as is completing the reading before each class. Students are also required to complete the following assignments:

Two 1,500 word memos described in the syllabus—memos must be handed in at class; no memos will be accepted after class.

One 5,000 word paper examining methods for increasing the success rates of social entrepreneurs or another topic to be approved by the instructor due on the last day of class.

One take-home final exam.

Grading

15% of the grade is based on each of the two memos.
40% of the grade is based on the paper.
30% of the grade is based on the final exam.

Course Schedule and Readings

1. The Nonprofit Life


   National Center for Charitable Statistics, The Nonprofit Sector in Brief [BB]; identify at least one fact (or missing fact) that you feel is important.

   Elisabeth Boris and Paul Light, “Fact Sheet” [BB]

2. Nonprofit Basics

   Stayexempt.org, Tax Exempt Status, take the entire workshop.


   Independent Sector, The New Nonprofit Almanac in Brief [BB]

   Nonprofit Quarterly, Study on Nonprofit and Philanthropic Infrastructure [BB]
3. **Being Nonprofit**


Bradley Center, “Philanthropcapitalism: Savior or Emperor?” [BB]

4. **Managing Growth and Decline**

John Corbin, "A Study of Factors Influencing the Growth of Nonprofits in Social Services," *Nonprofit and Voluntary Sector Quarterly* September 1999 [BB]


**MEMO ONE: EXAMINATION OF A SOCIALLY-ENTREPRENEURIAL ORGANIZATION, PART I.**

5. **Managing Revenues**


6. **Managing Enterprise**


Seedco Policy Center, The Limits of Social Enterprise: A Field Study & Case Analysis [BB]

7. Defining Entrepreneurship


Light, The Search for Social Entrepreneurship, Chapter 1 [BB]

8. Understanding Social Change

Light, The Search for Social Entrepreneurship, Chapters 3-4, 7 [BB]

MEMO TWO: EXAMINATION OF A SOCIALLY-ENTREPRENEURIAL ORGANIZATION, PART II

9. Managing Employees October 24

Light, “The Content of Their Character,” Nonprofit Quarterly, Fall, 2002, [BB]

Thomas Tierney, The Nonprofit Sector’s Leadership Deficit [BB]

Amanda Ballard, “Understanding the Next Generation of Nonprofit Employees,” University of California at Berkeley Goldman School study, 2005 [BB]

10. Managing Trust


Light, “Confidence in Charities, 2008” [BB]

Light, Sustaining Nonprofit Performance: The Case for Capacity and the Evidence to Support It [handout in class]


11. Increasing Productivity November 7


Melinda Tuan, et al., *Profiles of Eight Integrated Cost Approaches to Measuring and/or Estimating Social Value Creation* [BB]

12. Managing Competition and Contracting

Mary Bryna Sanger, “When the Private Sector Competes,” Brookings Institution Reform Watch [BB]


13. Managing Reform

Light, *Making Nonprofits Work*, chapters 1-2 [BB]

Independent Sector, “Compendium of Standards,” sample at least four of the standards listed in the compendium online at www.independentsector.org/issues/accountability/standards.html.

Joel Fleishman, “Not the Whole Loaf, But More than Half a Loaf,” 2007 [BB]

14. Building Nonprofit Capacity


RESEARCH PAPER DUE

FINAL EXAM RELEASED