

Nikou, Roshan

From: Graduate.Council.Web.Site@www.uky.edu
Sent: Monday, November 26, 2007 3:12 PM
To: Nikou, Roshan
Cc: Price, Cleo
Subject: Investigator Report

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College/Department/Unit: = PA 662
Category:_ = New
Date_for_Council_Review: = 11/28/2007
Recommendation_is:_ = Approve
Investigator: = Andrew Wood
E-mail_Address = andrew.wood@uky.edu
1__Modifications: =
2__Considerations: = This is a relatively straightforward application. The course has been taught on at least 4 previous occasions as a Special Topics course. Enrollments have been strong and the course is available to graduate students in other schools and programs. A detailed sample course syllabus is attached.
3__Contacts: = Brief discussion with Sarah Lee in the Martin school concerning previous enrollments and the availability of the course to graduate students beyond the Martin school (see above).
4__Additional_Information: =

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APPLICATION FOR NEW COURSE

1. Submitted by College of The Graduate School Date 11/15/07
 Department/Division offering course The Martin School of Public Policy and Administration

2. Proposed designation and Bulletin description of this course
 a. Prefix and Number PA 662 b. Title* Non-Profit Management
 *NOTE: If the title is longer than 24 characters (including spaces), write
 A sensible title (not exceeding 24 characters) for use on transcripts Non-Profit Management

c. Lecture/Discussion hours per week 3 d. Laboratory hours per week 0
 e. Studio hours per week _____ f. Credits 3

g. Course description
 A graduate level management course focusing on the most significant tenets of management, including those that differentiate a non-profit organization from others. Theory and practice will be included. Students will select a nonprofit organization to explore and evaluate specific management functions.

h. Prerequisites (if any)
MPA program status or permission of the instructor.

i. May be repeated to a maximum of _____ (if applicable)

4. To be cross-listed as
 _____ Prefix and Number _____ Signature, Chairman, cross-listing department _____

5. Effective Date Spring 2006 (semester and year)

6. Course to be offered Fall Spring Summer

7. Will the course be offered each year? (Explain if not annually) Yes No

8. Why is this course needed?
A number of MPA students have a specialization in non-profit management and take this course. Students from other departments also enroll.

9. a. By whom will the course be taught? Jack Blanton or Dwight Denison

b. Are facilities for teaching the course now available? Yes No
 If not, what plans have been made for providing them?

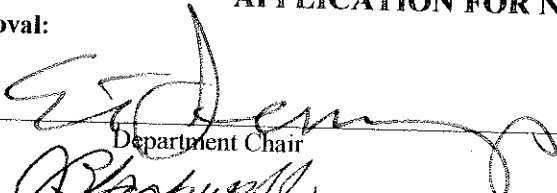
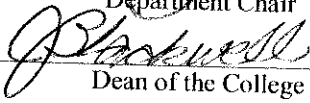
APPLICATION FOR NEW COURSE

10. What enrollment may be reasonably anticipated? 15
11. Will this course serve students in the Department primarily? Yes No
Will it be of service to a significant number of students outside the Department?
If so, explain. Yes No
There may be students from Social Work, Community and Leadership Development or other programs who will take this course as an elective.
- Will the course serve as a University Studies Program course? Yes No
If yes, under what Area? _____
12. Check the category most applicable to this course
 traditional; offered in corresponding departments elsewhere;
 relatively new, now being widely established
 not yet to be found in many (or any) other universities
13. Is this course applicable to the requirements for at least one degree or certificate at the University of Kentucky? Yes No
14. Is this course part of a proposed new program:
If yes, which? Yes No
15. Will adding this course change the degree requirements in one or more programs? *
If yes, explain the change(s) below Yes No
16. Attach a list of the major teaching objectives of the proposed course and outline and/or reference list to be used.
17. If the course is a 100-200 level course, please submit evidence (e.g., correspondence) that the Community College System has been consulted. Check here if 100-200.
18. If the course is 400G or 500 level, include syllabi or course statement showing differentiation for undergraduate and graduate students in assignments, grading criteria, and grading scales. Check here if 400G-500.
19. Within the Department, who should be contacted for further information about the proposed course?
Name Dwight Denison (faculty) or Sarah Lee (staff) Phone Extension 7-5594

*NOTE: Approval of this course will constitute approval of the program change unless other program modifications are proposed.

APPLICATION FOR NEW COURSE

Signatures of Approval:


Department Chair

Dean of the College

11-19-07
Date

11/20/07
Date

Date of Notice to the Faculty

Date

*Undergraduate Council

Date

*University Studies

Date

*Graduate Council

Date

*Academic Council for the Medical Center

Date of Notice to University Senate

*Senate Council (Chair)

*If applicable, as provided by the Rules of the University Senate

ACTION OTHER THAN APPROVAL

SYLLABUS
Special Topics in Public Administration:
NON-PROFIT MANAGEMENT —PA 795-402
To be changed to: PA 662
Martin School of Public Policy and Administration
University of Kentucky
Spring Semester 2007

Tuesdays from 6:00 p.m. to 8:30 p.m. in the Patterson Office Tower, Room 110
Professor Jack C. Blanton, Ph.D.

TEXTBOOK: *Managing Human Behavior in Public & Nonprofit Organizations* by Robert B. Denhardt, Janet Vinzant Denhardt, and Maria P. Aristigueta, Sage Publications.

COURSE OBJECTIVES AND REQUIREMENTS: This is a graduate management course focusing on the principles of management. This is not a theory course although large doses of management theory will be introduced throughout the term. Moreover we will focus on management functions applicable to all organizations, and then we will identify those management activities that differentiate the nonprofit organization from other organizations. The course is also a “how to” course; it will blend management theory with practical experience. Each student will be asked to select a nonprofit organization in the Lexington area for empirical observation and study of its management practices. **The student will be asked to spend several hours each week in her or his chosen nonprofit organization** exploring and evaluating specific management functions, and then reporting on them for the benefit of the entire class. Each student also will be asked to present a brief lecture to the class on a specific aspect of nonprofit management. The course requires extensive reading and writing assignments directed to improving the students’ skills of observation, thinking, writing, communicating orally, and analyzing. All of these skills essential for sound research. Brief lectures by the professor and group discussions along with class presentations will take up a large portion of each class period. Also, individuals prominent in their fields will be invited to speak to the class throughout the semester.

LEARNING OUTCOMES: At the completion of the course the student should have an understanding of the following items **applicable to the management of nonprofit organizations:**

1. Terminology in the field
2. Evolution and importance of the nonprofit sector in America
3. The unique nature of the nonprofit sector as distinguished from the other sectors
4. Legal foundation underpinning of nonprofit organizations
5. Missions statements
6. Strategic planning differentiated from other types of planning
7. Leadership theories and differences between leaders, managers and supervisors
8. Theories for the design of effective and efficient organizations
9. Board governance and the roles of stakeholders
10. Roles of volunteers and their value to the organization
11. Effective communication inside and outside the organization
12. Importance of public relations, marketing and crisis management
13. Motivational theories and their application to nonprofit personnel

14. Revenue sources and the importance of private donations
15. Financial management including budgeting, accounting and auditing
16. Monitoring and controlling organizational performance
17. Current trends, issues, and challenges of consequence today

- Tues. Jan. 16th** **Introduction to the Class: Class objectives, requirements and the grading system.**
Handouts to be passed out and read in class on this day:
 (1) "Honoring Peter F. Drucker," *The Arts Manager*, Nov. 14, 2005.
 (2) "Peter Drucker on Leadership."
 (3) "Nonprofit-like: Tongue Twister or Aspiration?" by Paul C. Light, *The Nonprofit Quarterly*, summer, 2001.
 (4) "Giving Freely and Wisely" by Jane Bryant Quinn, *Newsweek*, Dec. 18, 2006, p. 51.
- Tues. Jan. 23rd** **The Nonprofit Environment: The world of nonprofits.**
Reading assignment for this class period (read prior to class):
 (1) "Good to Great and the Social Sectors" by Jim Collins, Boulder, Colorado, July 24, 2005.
 (2) "Understanding Nonprofit Organizations" by Thomas Wolf, *Managing a Nonprofit Organization in the Twenty-First Century*, Simon and Schuster, 1999.
 (3) Chapter 1, "Introduction"; Chapter 2, "The Stakes"; and Chapter 3, "The Challenges" in *The Resilient Sector*, by Lester M. Salamon, Brookings Institution Press, 2003.
 (4) "Can Public Trust in Nonprofits and Governments Be Restored?" by Regina E. Herzlinger, *Harvard Business Review on Nonprofits*, Harvard Business School Press, 1999.
- Tues. Jan. 30th** **Managing the Nonprofit Organization: Managers and managing.**
Reading assignment for this class period:
 (1) "The Man Who Invented Management" by John A. Byrne, *Business Week*, Nov. 28, 2005.
 (2) "Preface" and "The Mission Comes First" by Peter Drucker, *Managing the Nonprofit Organization: Principles and Practices*, HarperCollins Publisher, 1990.
 (3) "Skills of an Effective Administrator" by Robert L. Katz, *Harvard Business Review*, Sep.-Oct. 1974.
 (4) "Knowledge Work and the Knowledge Society" by Peter Drucker, Godkin Lecture, Kennedy School of Government, Harvard University, May 4, 1994.
- Tues. Feb. 6th** **Organizing to Manage the Nonprofit Organization: The organizing function.**
Reading assignment for this class period:
 (1) Chapters 8 and 10 in the textbook.
 (2) "How Organization Charts Lie" by Rob Cross and Andrew Parker, *Working Knowledge*, June 7, 2004.
 (3) "Reframing Governance" by David Renz, *Philanthropy Journal*, Jan. 15, 2007.

Tues. Feb. 13th

**Leadership of the Nonprofit Organization: Leaders and managers.
Reading assignment for this class period:**

- (1) Chapter 7 in the textbook.
- (2) "What Makes a Leader" by Daniel Goleman, *Harvard Business Review*, Jan. 2004.
- (3) "What Makes a Good Leader" by Deborah Blagg and Susan Young, *Working Knowledge*, Apr. 2, 2001.
- (4) "Understanding Leadership" by W. C. H. Prentice, *Harvard Business Review*, Jan. 2004.
- (5) "How Leaders Build Winning Streaks" by Rosabeth Moss Kanter, *Working Knowledge*, Sep. 27, 2004.
- (6) "Right from the Start: Common Traps for the New Leader" by Dan Clamps and Michael D. Watkins, *Working Knowledge*, Oct. 12, 1999.
- (7) "Leading in Style" by Wendy Guild, *Working Knowledge*, Feb. 11, 2002.
- (8) "Beware the Bad Leader" by Martha Lagace, *Working Knowledge*, Sept. 27, 2004.
- (9) "How Tough Times Shape Good Leaders" by Warren G. Bennis and Robert J. Thomas, *Working Knowledge*, Sep. 23, 2002.
- (10) "Authentic Leadership Revisited" by Saj-nicole Jono, *Leadership Wired*, Vol. 9, Issue 17, 2006.

Tues. Feb. 20th

Leadership (Continued) and Decision Making in the Nonprofit Organization: Understanding leaders and decision making.

Reading assignment for this class period:

- (1) Chapter 5 in the textbook.
- (2) "The Manager's Job: Folklore and Fact" by Henry Mintzberg, *Harvard Business Review*, Jul.-Aug. 1975.
- (3) "Managers and Leaders: Are They Different?" by Abraham Zaleznik, *Harvard Business Review*, Jan. 2004.
- (4) "A Brief History of Decision Making" by Leigh Buchanan and Andrew O'Connell, *Harvard Business Review*, Jan. 2006.
- (5) "Humble Decision Making" by Amitai Etzioni, *Harvard Business Review*, Jul.-Aug. 1989.
- (6) "Making Decisions" by Peter Drucker, *Working Knowledge*, Jun. 21, 2004.
- (7) "Making Good Decisions Better" by John C. Maxwell, *Leadership Wired*, Vol. 9, Issue 17, 2006.

Tues. Feb. 27th

Management of Nonprofit Volunteers: Problems often surrounding nonprofit volunteers.

Reading assignment for this class period:

- (1) Read Chapter 11 in the textbook.
- (2) "Becoming the Boss" by Linda A. Hill, *Harvard Business Review*, Jan. 2007.
- (3) "Effective Oversight: A Guide for Nonprofit Directors" by Regina E. Herzlinger, *Harvard Business Review on Nonprofits*, Harvard Business School Press, 1999.

- (4) “The New Work of the Nonprofit Board” by Barbara E. Taylor, Richard P. Chait, and Thomas P. Holland, *Harvard Business Review on Nonprofits*, Harvard Business School Press, 1999.
- (5) Chapter 2, “The Board” by Thomas Wolf, *Managing a Nonprofit Organization in the Twenty-First Century*, Simon and Schuster, 1999.

Tues. Mar. 6th

Motivation in the Nonprofit Organization: Motivating people in the work place.

Reading assignment for this class period:

- (1) Chapters 6 and 2 in the textbook.
- (2) “One More Time: How Do You Motivate Employees?” by Frederick Herzberg, *Harvard Business Review*, Sep.-Oct. 1987;
- (3) “The Seven Deadly Demotivators” by Dean R. Spitzer, *American Management Association*, Nov., 1995.
- (4) “Inspiring the Jaded Employee” by Steven Robbins, *Working Knowledge*, Nov. 17, 2003.
- (5) “Keeping Your People Pumped” by Jack and Suzi Welch, *Business Week*, March 27, 2006, p. 122.
- (6) “Why Your Employees Are Losing Motivation” by David Siratal, et al., *Working Knowledge*, Apr. 10, 2006.
- (7) “How To Get Your Employees To Do What They Are Supposed To” by Robert Half.

TAKE-HOME MID-TERM EXAM DUE ON THIS DAY

Tues. Mar. 13th

Spring Break

Tues. Mar. 20th

Communicating in the Nonprofit Organization: Communication—the glue that holds and organization together.

Reading assignment for this class period:

- (1) Chapters 9 and 13 in the textbook.
- (2) “Loosen Up Your Communication Style” by Theodore Kinni, *Working Knowledge*, Jun. 30, 2003.
- (3) “When Body Language Lies” by Nick Morgan, *Working Knowledge*, Oct. 30, 2002.
- (4) *Managing the Media: A Guide for Activists* by Carol Fennelly, The Community for Creative Non-Violence, 1991.

Tues. Mar. 27th

Marketing and Fund Raising for Nonprofit Organizations: Publicizing the nonprofit organization and finding the funds to support it.

Reading assignment for this class period:

- (1) Chapter 3 in the textbook.
- (2) “Marketing” by Thomas Wolf, *Managing a Nonprofit Organization in the Twenty-First Century*, Simon and Schuster, 1999.
- (3) “Fund Raising” by Thomas Wolf, *Managing a Nonprofit Organization in the Twentieth Century*, Simon and Schuster, 1999.
- (4) “Enterprising Nonprofits” by J. Gregory Dees, *Harvard Business Review on Nonprofits*, Harvard Business School Press, 1999.
- (5) “BBB Wise Giving Alliance Standards for Charity Accountability” by the Council of Better Business Bureaus, Inc., 2003.

(6) “Study Shows the Superrich Are Not the Most Generous” by David C. Johnston, *New York Times*, Dec. 19, 2005.

Tues. Apr. 3rd

Planning in the Nonprofit Organization: Planning, and then there is strategic planning.

Reading assignment for this class period:

- (1) Chapter 12 in the textbook.
- (2) Chapter 9, “Planning” by Thomas Wolf, *Managing a Nonprofit Organization in the Twentieth Century*, Simon and Schuster, 1999.
- (3) “The Fall and Rise of Strategic Planning” by Henry Mintzberg, *Harvard Business Review*, Jan.-Feb. 1994.
- (4) Chapter 5, “The Nonprofit Response: A Story of Resilience” by Lester M. Salamon, *The Resilient Sector*, Brookings Institution Press, 2003.
- (5) Chapter 6, “Resetting the Balance” by Lester M. Salamon, *The Resilient Sector*, Brookings Institution Press, 2003.

Tues. Apr. 10th

Human Resource (HR) Management in the Nonprofit Organization: HR management applicable to nonprofits.

Reading assignment for this class period:

- (1) Chapters 1 and 4 in the textbook.
- (2) Chapter 3, “Assembling the Workforce” by Thomas Wolf, *Managing a Nonprofit Organization in the Twentieth Century*, Simon and Schuster, 1999.
- (3) Chapter 4, “Personnel Policy” by Thomas Wolf, *Managing a Nonprofit Organization in the Twentieth Century*, Simon and Schuster, 1999.
- (4) “Has 360 Degree Feedback Gone Amok?” by David A. Waldman, Leanne E. Atwater, and David Antonioni, *Academy of Management Executives*, Vol. 12, No. 2, 1998.
- (5) “The Human Side of Management” by Thomas Teal, *Harvard Business Review*, Nov.-Dec. 1996.

Tues. Apr. 17th

Financial Management of the Nonprofit Organization: Financial management, budgeting, accounting and auditing.

Reading assignment for this class period:

- (1) Chapter 6, “Financial Management,” *Managing a Nonprofit Organization in the Twentieth Century* by Thomas Wolf, Simon and Schuster, 1999.
- (2) Chapter 7, “Financial Statements and Fiscal Procedures” by Thomas Wolf, *Managing a Nonprofit Organization in the Twentieth Century*, Simon and Schuster, 1999.
- (3) “Managing for Performance,” by Peter Drucker, *Managing the Nonprofit Organization*, Simon and Schuster, 1990, pp.107-120.
- (4) “The Dynamics of Funding: Considering Reliability and Autonomy” by Jon Pratt, *The Nonprofit Quarterly*, Fall 2002.

Tues. Apr. 24th

Controlling the Nonprofit Organization: Control and accountability in the nonprofit organization.

Reading assignment for this class period:

- (1) "Control in the Age of Empowerment" by Robert Simmons, *Harvard Business Review*, Mar.-Apr. 2005, pp. 80-88.
- (2) "The Meaning of Control" by Douglas S. Sherwin, *Management Classics*, Goodyear Publishing Company, 1977.
- (3) "What Executives Should Remember" by Peter Drucker, *Harvard Business Review*, Feb. 2006.

Tues. May 1st

FINAL PAPER AND PRESENTATION ON THIS DAY

THE GRADING SYSTEM: The grading system is based on a point system with 1,000 points possible. Grades will be awarded based on the following scale.

910-1000 = A

810-909 = B

710-809 = C

Since the class only meets once each week, class attendance is very important. Therefore 200 points are given for class attendance and participation. **Students are expected to attend every class.** If for some **sufficient** reason a student cannot possibly be in class, please advise the professor **in advance** of the class, stating why it will be impossible to attend. There will be a final term paper and oral presentation in lieu of a final exam. The term paper will be worth 250 points and the oral presentation will be worth 150 points. Written synopsis of assigned reading materials and critiques of the management practices of the organization with which you are working will be worth 100 points. One class lecture which each student will be expected to present will be worth 100 points. There will be a take-home mid-term exam covering the class lectures and assigned readings. This exam will be worth 200 points.

The point totals are summarized below.

Class attendance and participation	150 points
Final Paper	250 points
Final Oral Presentation	150 points
Written Assignments	150 points
Your Class Lecture	100 points
Mid Term Exam	<u>200 points</u>
Total	1,000 points