

Course #: PAD 5356 Semester: Wintermester 2022

Course Title: Social Entrepreneurship and Nonprofit Management

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Office Hours: Weeknights: 6-7PM (via Blackboard Collaborate), or please email me for a time to meet.

Course Description:

This course is an introduction to strategic management in nonprofit organizations and social enterprises. The course will review core topics for leading, managing and measuring effectiveness in nonprofits. The nonprofit sector is increasing in importance in the U.S. and abroad, as the primary provider for a wide range of critical social services. Entrepreneurs are also increasingly experimenting with innovative products and services to address social needs in the for-profit sector. Any major effort to address complex issues in our society requires the engagement, involvement, and leveraging of resources and perspectives from socially oriented organizations that exist outside of government. The material in this course will improve an understanding of the scope and scale of third sector roles in the U.S. economy, and their unique competitive advantages.

This course will primarily consider issues from the perspective of nonprofit and socially oriented organizations, but the content and approach will be relevant for professionals working in public or private sectors who are tasked with understanding, or working with nongovernmental organizations. Specifically, we will examine techniques in strategic stakeholder management, including the mapping of external and internal stakeholders, whose combined contributions can improve program effectiveness. A central theme of this course is administrative responsiveness, in respect to one's interactions with clients and beneficiaries, donors, fellow employees, and executive leadership.

One aim of this class is to cultivate conditions to support peer-to-peer learning by creating greater opportunities for you to express your expertise and understanding to other members of the class. The best outcome of this class is for all of us to learn from your unique perspectives on the course material.

Your role as a leader is the central theme of this course. The aim is to empower you with concepts, case examples, and theory to analyze, critique, and advise strategic management in nonprofit organizations and social enterprises. My goal for this course is to consider management and leadership issues in third sector organizations in a more critical way, and to identify a number of practices and analytical frameworks that will lead to more informed and effective services for the public. The overarching mission of this class is to create opportunities for each of you to develop some personal insights and

lessons (whether originating from readings, the instructor, your peers, your contributions to class, guest speakers, or some combination of each) that will empower you to be even more effective in your future career than you already will be.

Student Learning Objectives

The objective of this course is to empower members of this class with the abilities to:

- Recognize, analyze, and critique the strategic orientation of nonprofits and social enterprises.
- Understand the unique capabilities of nonprofit and social enterprises in addressing complex social issues;
- Develop an understanding of strategic management and SWOT analysis, as techniques for improving the planning of social programs;
- Demonstrate an understanding of core topics in leadership and management in respect to the operating constraints of nonprofit and socially oriented organizations;
- Apply an approach to strategic planning to the operations of a nonprofit organization in our community here in El Paso;
- Develop competencies in conducting research interviews and integrating qualitative research into a practical, actionable plan for leaders of nonprofit or social enterprises;
- Demonstrate mastery of course content, through class discussions, in-class presentations, and analytical writing;
- Apply the lessons from this class to analyses of real-world issues and problems;
- Draft professional memos with succinct, actionable recommendations for supervisors, clients, or other professional audiences;
- Develop and present analyses of problems and solutions in professional presentations and analytic writing.

Diversity Statement:

A central aim of this class is that students from all backgrounds and perspectives be well-served by this course, and that the diversity that the students bring to this class inform our collective learning. This course also aims to present materials and activities that are respectful of diversity: gender identity, sexuality, disability, age, socioeconomic status,

ethnicity, race, nationality, religion, culture and political ideology. Class discussion will be facilitated with the aim of recognizing and learning from different points of view.

Course Format:

Recognizing that students have different learning and working styles, this course will utilize a variety of learning and teaching formats. The class will be instructed through an online format, utilizing video-recorded presentations, weekly assignments, virtual office hours, and selected written assignments. The professor will utilize the UTEP *Blackboard* system to distribute class materials.

Students are expected to deliver their work on time. If, due to illness or personal emergency, you believe your work will be late, you are advised to discuss the matter in advance with the instructor. Late work will normally be penalized at least one-third grade (e.g., from an A- to a B+). If you submit a paper assignment with text copied from another source without appropriate attribution, you will be penalized up to 50% of the final grade on the assignment and you may be required to re-do the assignment.

Netiquette:

- Respect and courtesy must be provided to classmates and to instructor at all times. No harassment or inappropriate postings will be tolerated.
- When reacting to someone else's message, address the ideas, not the person. Post only what anyone would comfortably state in a F2F situation.
- Blackboard is not a public internet venue; all postings to it should be considered private and confidential. Whatever is posted on in these online spaces is intended for classmates and professor only. Please do not copy documents and paste them to a publicly accessible website, blog, or other space. If students wish to do so, they have the ethical obligation to first request the permission of the writer(s).

Course Requirements (All assignments are due end of day, 11:59pm):

1. Partner Reading Assignments (75%): Each person will complete reading assignments, through the assignments tab in Blackboard. You only need to submit one assignment for you and your partner.
2. Final Partner Paper (25%): Each student will submit a 5-6 page research paper at the conclusion of the class, based on 1-2 core themes from class and their application to current issues for nonprofits today. It is possible, though not required, to focus specifically on a single nonprofit's experience in your paper. You only need to submit one assignment for you and your partner.

Required Reading (for purchase)

Tschirhart, Mary, and Wolfgang Bielefeld. 2012. *Managing Nonprofit Organizations*. San Francisco, CA: Jossey-Bass.

Suggested Reading (purchase is optional):

Guo, Chao, and Wolfgang Bielefeld. 2014. *Social Entrepreneurship: An Evidence-Based Approach to Creating Social Value*. San Francisco, CA: Jossey-Bass.

Grobman, Gary M. 2015. *The Texas Nonprofit Handbook: Everything You Need to Know to Start and Run Your Texas Nonprofit Organization*. Harrisburg, PA: White Hat Communications.

Articles, book chapters, case studies and other required and recommended material not in the required reading list will be available on *Blackboard* or handed out in class.

Websites for References:

National Center for Charitable Statistics: <http://nccs.urban.org/index.cfm>

Texas Association of Nonprofit Organizations: <http://tano.org/nonprofit-info-page/texas-nonprofit-sector/>

Texas Nonprofits: <http://www.txnp.org/>

The Johns Hopkins Center for Civil Society Studies:
<http://www.ccss.jhu.edu/index.php?section=content&view=20>

Nonprofit Policy Forum: <http://www.bepress.com/npf/vol1/iss1/>

JustMeans (about corporate social responsibility): <http://www.justmeans.com/>

International Society for Third Sector Research:
<http://www.istr.org/resources/centers.htm>

Independent Sector: <http://www.independentsector.org/>

National Council of Nonprofits: <http://www.councilofnonprofits.org/>

The Foundation Center: <http://foundationcenter.org/>

Volunteering in America: <http://www.volunteeringinamerica.gov/>

International NGO Training and Research Centre: <http://www.intrac.org/>

Volunteering Action Center, El Paso: <http://www.volunteerelpaso.org/>

Ford Foundation: 75 Years of Social Change:
<http://www.fordfoundation.org/about-us/timeline>

The Independent Sector: https://www.independentsector.org/our_sector