**HSMP 6633: Management of Nonprofit Organizations in Public Health**
Health Care Systems, Management and Policy
Colorado School of Public Health

Course Syllabus
January 26 – May 11, 2015

**NOTE:** Class starts one week late due to MLK holiday on Jan. 19.

**Instructor**
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**Description**
The nonprofit sector plays an historic and critical role in public health. Nonprofit organizations serve to address global health issues and infectious diseases as well as a multitude of local health, environmental health and chronic disease control and prevention issues. As health care and public health systems undergo dramatic change, the role of the nonprofit sector is increasingly significant. This course explores the traditional and future role of nonprofits in developing, implementing and disseminating public health programs and in fundraising and advocating on behalf of public health issues, diseases and cures.

The course begins with an overview of the nonprofit sector. It then focuses on the fundamentals of nonprofit leadership and management, and concludes with an analysis of the future of nonprofits in public health, including social entrepreneurship and hybrid business models. The course addresses nonprofits within the context of public health, particularly related to systems, policy and management. The course focus is on community based organizations at a national, state and local level. It does not address hospital and health care nonprofit systems.

The course is taught from a highly practical and applied perspective. Real life case studies and examples will be used each week. The course format is highly interactive and students are encouraged to participate in dialogue, discussion and debate. Students will be challenged to think systemically, analytically and creatively.
Competencies

- BPHS CC 12: Understand and utilize leadership, team building, negotiation, and conflict resolution skills to build partnership for the purpose of improving public health
- BPHS/CC 16: Apply evidence-based principles and the scientific knowledge base to critical evaluation and decision-making in public health.
- CR HSMP 3: Analyze the historical development, organization, financing and delivery of public and private health services in the U.S. system.
- CN HSMP 3: Apply principles of program planning, development, budget, management and evaluation in organization and community initiative
- CN HSMP 5: Apply systems thinking for resolving organizational problems

Learning Objectives

At the end of the course, students will be able to:

- Define the legal and historical context of nonprofit organizations particularly relative to public health
- Articulate the role and importance of nonprofit organizations in public health, at a national, state and community level
- Apply best practices and principles in leadership and management to be able to effectively lead and manage a successful organization
- Analyze various marketing and fundraising models and tools and determine those most appropriate to public health nonprofits
- Define social entrepreneurship and nonprofit innovation, particularly relative to the blurring of the sectors in public health and health care
- Define the implications of impact investing and socially responsible investing to nonprofits and public health

Materials

Required Reading

Ahmed, Shamima, Effective Non-Profit Management, CRC Press (American Society for Public Administration), 2012 (note it is listed as 2012 on Amazon, but copyright is actually 2013) (Amazon ~ $36.00 - $45.00, with a $22.00 Kindle rent option)

Articles and other handouts are assigned throughout the course and are posted on Canvas.

Other

Excerpts from these books will be posted on Canvas. Students are invited to purchase the books for further reading.

Hansen-Turton, Tine and Torres, Nicholas, Social Innovation and Impact in Nonprofit Leadership, Springer Publishing 2014


**Suggested**

For those students who have had no exposure to nonprofit management or want a basic text with a more tactical approach and good resource information, see:

Heyman, Darian Rodriguez, Nonprofit Management 101, Jossey Bass, 2011 (Amazon, $17.00 - $24.00)

For those students who have had limited exposure or are interested in building a nonprofit library, see:

Renz, David O. and Herman, Robert The Jossey-Bass Handbook of Nonprofit Leadership and Management, Jossey Bass, 2010 (Amazon, $38.00 - $68.00)
Course at a Glance

  Jan. 19:  No class, (MLK day) Prepare assignment for week 1
1. Jan. 26: Introductions, course overview and introduction to the sector
2. Feb. 2:  History and legal background
3. Feb. 9:  Nonprofit governance, leadership and management
  Feb. 16:  No class (President’s day)
4. Feb. 23: Planning, strategy and sustainability
5. Mar. 2: Human resources
6. Mar. 9: Philanthropy and fundraising
  Mar. 16:  No class (Spring break)
7. Mar. 23: Marketing and social marketing
8. Mar. 30: Accountability and outcomes
9. Apr. 6: Info technology and data management
10. Apr. 13: Advocacy, systems change and policy
11. Apr. 20: Social entrepreneurship and new business models
12. Apr. 27: Social impact investing and implications for public health
13. May 4: International and future of nonprofits and public health
14. May 11: Conclusion and in class exam
Weekly Assignments

All reading is mandatory. Students are expected to come to class prepared for discussion based on a foundation of knowledge.

HBR = Harvard Business Review
SSIR = Stanford Social Innovation Review
Articles and handouts are posted to Canvas.

1: Due Jan. 26 – Introductions, course overview and introduction to the sector
   - Read Ahmed Chap. 1 and 2, pages 1-62
   - Read Using National Networks to Tackle Chronic Disease, SSIR, Winter 2013
   - See “We Have a Dream” Plenary speech, Diana Aviv; independentsector.org/nc2014_da_speech

2: Due Feb. 2. – History and legal background
   - Read Ahmed Chap. 3, pages 63-94
   - Anheir, Chap. 2 -Historical Background
   - Prianti, Marissa Introduction and Overview, et.al, in Hansen-Turton
   - Writing 1: What are your thoughts on the relationship between the nonprofit sector and public health? Why is it a relevant topic and what do you hope to get out of the class? (Brief thought paper: 2-3 page double spaced; your own ideas based on the reading and supplementary research as needed)

3: Due Feb. 9 - Governance, leadership and management
   - Read Ahmed Chap. 4, pages 95-131
   - Leadership Gets Results, Goleman, HBR, Mar.-Apr. 2000
   - The Management Century, HBR, Nov. 2012
   - Governance article- tbd

Feb. 16- President’s day -no class

4: Due Feb. 23 – Planning, strategy and sustainability
   - The Big Lie of Strategic Planning, HBR, Jan. 2014
   - The Path to Program Sustainability, Buck, 2013
   - From Strategic Planning to Strategic Positioning, Bischoff
   - The Impact Model, Bischoff, 2014
5: **Due Mar. 2** - Human resources and volunteers
   - Ahmed Chap. 5, pages 133-161
   - Writing 2: Nonprofit leadership professional development plan
     - 5-6 page paper to explore resources that are useful in developing, leading and managing nonprofit organizations (specific assignment and rubrics to be presented)

6: **Due Mar. 9** – Philanthropy and fundraising
   - Read Ahmed Chap. 6, pages 163-193
   - Be prepared for a brief in-class quiz capturing key points from readings and class presentations and discussions

**March 16-President’s Day- no class**

7: **Due Mar. 23** - Marketing and social marketing
   - Read Ahmed Chap. 8, pages 217-237
   - Read Andreason, Chap. 13
   - *Secret of Scale*, SSIR, Fall 2013

8: **Due Mar. 30** – Accountability and outcomes
   - Read Ahmed Chap. 10, pages 269-293
   - Writing 3– Case Study:
     - This will be a “real life” situation in which students will be asked to analyze the situation and make specific recommendations. It will require practical application of the first weeks learnings. This is a thought paper, not a research assignment. It should represent an understanding of the readings and the concepts discussed in class. (Specific assignment and rubrics to be presented.)

9: **Due Apr. 6** – Information technology, social media and data management
   - Read Ahmed Chap 7, pages 195-210
   - Excerpts from “The Networked Nonprofit: Connecting with Social Media to Drive Change” by Beth Kantor
   - *The Permanent Disruption of Social Media*, SSIR Winter 2013

10: **Due Apr. 13** – Advocacy, systems change and policy
    - *Advocacy Strategies for Policy Change*, Hansen-Turton et. al. in Hansen-Turton

11: **Due Apr. 20** – Social entrepreneurship and new business models
- Excerpts from *Social Entrepreneurship for the 21st Century*, Keohane
- *Next – Generation Nonprofits*, Clark, Michael et.al. in Hansen-Turton
- Begin writing assignment due May 4

12: **Due Apr. 27** – Social Impact, innovation and implications for public health
- *Creating High Impact Nonprofits* SSIR Fall 2007
- Continue writing assignment due May 4

13: **Due May 4** – International and the future of nonprofits
- Read Ahmed Chap. 9, pages 239-268
- Profits at the Bottom of the Pyramid- HBR, Oct. 2014
- Writing 4: Final writing assignment –t.b.d.

14: **Due May 11**– Conclusion and in class exam
- Review all reading and class notes from the entire class. Be prepared for a brief in-class exam.

**Expectations and Grading**
- Students must complete all reading assignments by due dates. Students are expected to demonstrate comprehension and analysis of reading assignments through written work and class participation.
- Fully participate in class discussions.
- Demonstrate critical thinking, analysis and synthesis.
- Complete graduate-level writing assignments, with appropriate level spelling, grammar and composition; research skills and expression of substantive and informed opinions and ideas.
- Complete assignments on time; attend all class sessions and arrive on time.
- Come to class prepared to engage in informed, open and respectful dialogue, debate and discussion with an intent to learn, understand and appreciate and address diversity of thoughts and opinions.
Grading (Rubrics provided for each writing assignment –below)

- A = 90- 100
- A- 85 – 90
- B – 75 – 85
- B- 70 – 75
- C = < 70

Points of 100

- Class participation - 14
- Writing assignments- 50
  - 1- introductory - 5
  - 2- professional development / resources - 10
  - 3- Case study- 15
  - 4-Final writing– 20
- In class quizzes -36
  - Mid -16
  - Final - 20

Late assignments: Two percentage points will be deducted for every day (24 hour period) a written assignment is late. Written assignments are due at the beginning of each class. Students will not have an opportunity to re-do work, but all efforts will be made to assist the student as they work on assignments. Papers will be returned at the end of class the week after they are turned in.

Class participation: Students are expected to fully engage and participate in class discussions. This is not a lecture and memorization class and it is designed to prepare students for real world work experiences. Students gain one point per class for participating in discussions and demonstrating understanding of the material and thoughtful analysis of the concepts. Showing up does not guarantee a point. However, students will definitely not get a point if they are absent from class. There are no make-up assignments for missed classes, though bonus questions on quizzes will afford students an opportunity to make up points, should a class be missed.