HMP 604 Organization and Management of Health Advocacy and Community-Based Non-profits
T-Th. 10:00 – 11:30 AM
Fall 2012

Instructor: Jane Banaszak-Holl, Associate Professor
Health Management and Policy
Room M3509, SPH II
School of Public Health
janebh@umich.edu or 734 936-1668

Office Hrs: F 9-10 am or by appt.

Course Materials (required):
A) Text books, available from Ulrichs:
   ● Collins, Jim. 2005. Good to great and the social sectors: A monograph to accompany good to great. (www.jimcollins.com)

B) Other course readings:
The three texts are supplemented with cases and readings that will be available on the course CTools website (a full list is included in class schedule below). Students are expected to make copies of these readings as necessary for their own use. These are copyrighted materials; please recognize that they are shared here for immediate class use and not for reproduction or more general use.

Course Web Site: www.ctools.umich.edu

Course Description:
This course is one of two HMP courses that fulfill the department’s organization theory and management degree requirement. These courses provide knowledge of the theories of organizations, the use of leadership, management processes, and organizational structures and outcomes. Specific topics include governance, strategic management and marketing, human resources management, and process improvement.

Nonprofit advocacy and community-based organizations face unique challenges related to their mission and ownership, including a greater need to motivate employees through culture and to integrate volunteers into the workforce and to manage complex stakeholder relations within communities. All this must be done with scarce resources and frequently, small budgets and
workforces. This course includes analysis of the goals, environmental conditions and organizational structures of nonprofit health organizations, including a variety of smaller (and largely, non-medical) community-based nonprofits. Examples of the best managerial practices for these types of organizations and of commonly known NGOs and other nonprofits are used throughout the course.

Course Objectives:
1. To understand and appreciate the unique role of nonprofits in health and health policy.
2. To develop a working knowledge of the range of organizational structures in the nonprofit sector and evaluate the best management practices across nonprofit health organizations with different structures.
3. To analyze the use of managerial practices in exemplary nonprofits (including methods for motivating the workforce and volunteers, developing organizational culture, managing stakeholders, acquiring funding, and networking with other nonprofits).
4. To evaluate the effectiveness of nonprofits in serving public health functions and in improving population health.

HMP Competencies Covered Extensively in HMP 604:
A.8 Operational analysis Analyze, design, or improve an organizational process, including the use of quality management, process improvement, marketing and information technology principles and tools.

C.1 Organizational Vision Through effective governance, establish an organization’s values, vision, and mission; systematically enhance performance and human, material and knowledge resources.

C.2 Strategic Orientation Analyze the business, demographic, ethno-cultural, political, and regulatory implications of decisions and develop strategies that continually improve the long-term success and viability of the organization.

C.3 Accountability Hold self and others accountable to standards of performance; encourage commitment to the long-term good of the organization.

C.4 Change Leadership Energize stakeholders and sustain their commitment to the organization while adapting to changes in the environment.

C.7 Organizational Awareness Understand and learn from governance structures, formal and informal decision-making structures, and power relationships in an organization, industry, or community.

Additional Competencies Covered To Some Extent In HMP 604:
A.10 Decision Making
Implement a decision-making process that incorporates evidence from a broad analysis that includes uncertainty, risk, stakeholders, and organizational values.

B.1 Convey
Speak and write in a clear, logical, and grammatical manner in formal and informal situations; prepare cogent business presentations; facilitate an effective group process.

B.3 Interact
Perceive and respond appropriately to the spoken, unspoken or partly expressed thoughts, feelings, and concerns of others.

C.5 Collaboration
Work collaboratively with others as part of a team or group, demonstrating commitment to the team’s goal and encouraging individuals to put forth their best effort.

C.6 Impact and Influence
Persuade and convince others, both individuals and groups, to support a point of view, position, or recommendation.

CLASS RESPONSIBILITIES

<table>
<thead>
<tr>
<th>Team Presentations (15 points total)</th>
<th>Grade Pts.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant competition ---- Present nonprofit</td>
<td>10/9 or 10/11</td>
</tr>
<tr>
<td>Presentation of operational plan</td>
<td>12/11</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Written Assignments (55 points total)*</th>
<th>Grade Pts.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homeworks (5) on concepts and their importance</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Paper 1. Analyzing public reporting of NFPs (2 pgs)</td>
<td>9/25</td>
</tr>
<tr>
<td>Paper 2 (in teams). Grant competition (4 pgs)*</td>
<td>10/9</td>
</tr>
<tr>
<td>Paper 3. Nonprofit SWOT analysis (4-6 pgs)</td>
<td>11/13</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group Strategic Plan (20 points total)</th>
<th>Grade Pts.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Written operational plan (4-6 pages)</td>
<td>12/18</td>
</tr>
<tr>
<td>2. Eval of individual and team contribution (use form)</td>
<td>12/18</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Class Participation (10 points total)</th>
<th>Grade Pts.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Presentation evaluations and grant review</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2. Discussion participation (midterm grades provided on 10/18)</td>
<td></td>
</tr>
</tbody>
</table>

TOTAL 100

* ALL WRITTEN ASSIGNMENTS REQUIRE INDIVIDUAL WORK EXCEPT FOR PAPER 2, WHICH WILL BE WRITTEN IN TEAMS OF 2.
TWO TEAM PRESENTATIONS ARE REQUIRED.
My goal is that each class member is an active participant through team presentations and class discussions. There are two opportunities to present as a team during the semester although in order to fit in presentations for all class members, your presentations will be limited to 10 minutes for the first team presentation and 15-20 minutes for the second. For the first presentation, pairs of students (and possibly 3 member teams if needed) will present a nonprofit (NFP) that they have described in Assignment 2 (also written by your team). Presentations will be no more than 10 minutes long (with 1-2 additional minutes for questions). This will be part of a mock grant application process so the class as a whole will be asked to evaluate the applicants and choose the winner in the application process. The second presentation will come at the end of the semester and will be done by a team of 6-7 students. You will present a short-term plan for addressing operational problems within a nonprofit chosen by your team. Additional information on these assignments will be posted in CTOOLS.

WRITTEN ASSIGNMENTS
All written assignments will be submitted via CTOOLS within the ASSIGNMENT function unless it is indicated to use the DROP BOX. There are four types of assignments (either individual or within a team of 2) and then a capstone group project paper. The Homework Assignments ask you to describe key concepts from the readings and the applicability to everyday problems in nonprofits using your own words. Paper 1 asks you to analyze the public reporting (including i-990s and as available, website material and annual reports) for a nonprofit of your choice. Paper 2 (done by teams) requires you to argue that the nonprofit of your choice is the best (in terms of its effectiveness and efficiency) and merits further grant funding. Paper 3 requires that you perform a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats analysis) in order to identify the most critical operational need of your nonprofit (you can use the NFP from previous assignments or switch organizations if needed). The Group Capstone Project will be an operational plan providing the nonprofit with actions for addressing the most urgent strategic need and public image issues related to operational changes in the NFP of the group’s choice. Teams for the capstone project will be created by the instructor based on students’ common interests as much as possible. For the group project, you will evaluate team members’ contributions (including your own) and that will factor into the participation grade. Additional detail on all of the written assignments will be posted on the CTools site.

There are no exams for this class and your understanding and facility with the material will be graded through your ability to integrate and synthesize material in the class assignments and through class participation.

CLASS PARTICIPATION: PREPARATION, DISCUSSION AND CLASS EXERCISES
Your participation in class is expected and necessary to making discussion and exercises effective learning tools for all members of the class. You are expected to not only respect but also encourage
and support the contributions of your fellow students and the instructor. As a graduate student, your participation is expected to include critical analysis of the readings and synthesis of materials. You will be expected to not just review ideas in the material but to question, critique and respond with solutions. During class, we will review homework, analyze and solve case situations, discuss your ongoing research into nonprofits, and occasionally use peer groups for discussion and for problem solving. You may be asked to discuss your ongoing investigation of NFPs for class assignments and to provide feedback and help to classmates on their research into NFPs. You will be graded on class participation, with the expectation that you will participate in the majority of exercises and activities and come to class prepared to do so. If discussion falters, I will call on individuals directly to participate.

**CLASS PARTICIPATION: PEER EVALUATIONS**
During presentations, you will also be expected to attend and evaluate your peers’ presentations. For the grant review cycle, you will be asked to select the winners in a mock grant cycle and to provide constructive criticism.

**Academic Conduct:**
The Department of Health Management and Policy and the School of Public Health clearly states in its expectations that "Scrupulous honesty is the foundation of excellence." My expectation is that you will hold to the highest standards of academic integrity both in your participation and other student responsibilities, including written answers to assignments and exams, and if you are in doubt about anything you are writing, you should come ask me. For all written assignments, unless they are specified as team assignments, you are expected to formulate and write your answer on your own. Any copying of existing materials without proper citation (from the web, other students or past students) will be taken as plagiarism. Any documented instances of cheating or plagiarism will result in immediate action by the instructor.
CLASS SCHEDULE F2012 SUMMARY

1. Tu 9/4  Introduction to class: Why study NFPs?
2. Th 9/6  Governance: The critical role of the board in mission-driven NFPs
3. Tu 9/11 Recent developments for NFPs
4. Th 9/13 Theories of the NFP sector  HOMEWORK (HW) 1 DUE
5. Tu 9/18 Theories of NFP structure and effective performance
7. Tu 9/25 The role of management  
   PAPER 1 ANALYZING NONPROFIT I-990 DUE
8. Th 9/27 Evolving forms in the international sector
9. Tu 10/2 Evaluating performance and strategy in international collaborations HW 2 DUE
10. Th 10/4 Process Improvement: Methods for Improving Work Processes
11. Tu 10/9 Grant competition: Identifying the winners in a funding cycle
    Student presentations of nonprofit performance
    TEAM PAPER 2 ANALYZING PERFORMANCE OF NFP DUE
12. Th 10/11 Grant competition: Identifying the winners in a funding cycle
13. Tu 10/16 Fall Break. No class.
14. Th 10/18 GUEST SPEAKER: Tanya Guenther, Save the Children
15. Tu 10/23 Comparing nonprofits to for-profits HW 3 DUE
16. Th 10/25 Strategic Development in NFPs
17. Tu 10/30 Strategic Human Resource Management and Expansion Strategies
18. Th 11/1 GUEST SPEAKER: Jess Daniel, Detroit Locavorism Movement
19. Tu 11/6 ELECTION DAY SPECIAL: Advocacy and population health HW 4 DUE
20. Th 11/8 Alliance building in local communities
21. Tu 11/13 Marketing nonprofit causes  
   PAPER 3 STRENGTHS AND WEAKNESSES OF NFP DUE
22. Th 11/15 GUEST SPEAKER: Gail McCulloch, UM SPH Development Office
23. Tu 11/20 Budgets and financial allocation
24. Tu 11/27 GUEST SPEAKER---- Prashant Yadav, WDI
25. Th 11/29 Earned income strategies HW 5 DUE
26. Tu 12/4 A case study in achieving top quality performance
27. Th 12/6 Final Wrap Up and Operational Plan Presentations
28. Tu 12/11 Operational Plan Presentations  
   FINAL OPERATIONAL PLANS DUE ON 12/18 BY 5:00 PM
CLASS SCHEDULE F2012

1. 9/4  Introduction to class
    Review Worth, Chapter 1

2. 9/6  Governance: The critical role of the board in mission-driven NFPs
    Readings: Worth Chapter 4

3. 9/11  Recent developments in NFPs
    Readings: Worth, Chapter 2 and Salamon, The Resilient Sector
    EXERCISE: Come to class prepared to discuss what you believe are the most critical issues facing nonprofits today (10 years since Salamon’s report on the sector)

4. 9/13  Theories of the NFP sector
    Readings: Worth, chapter 3, pages 45-55.

5. 9/18  Theories of NFP structure and performance effectiveness
    Readings: Worth, chapter 3, pages 55-71 and Chapter 6

6. 9/20  Guest Speaker: Ellen Clement, The Corner Clinic, Strategic planning for a community health clinic

7. 9/25  The role of management

PAPER 1 ANALYZING NONPROFIT I-990 DUE
8. 9/27  Evolving forms in the international sector


9. 10/2  Evaluating performance and strategy in internat’l collaborations  HOMEWORK 2 DUE

CASE: CARE-Bangladesh Parts A & B (available from The Electronic Hallway, www.hallway.org)

10. 10/4  Methods for improving work processes


11. 10/9  Grant competition: Identifying the winners in a funding cycle

CLASS PRESENTATIONS PART I (7 groups of 2-3 students)

TEAM PAPER 2 ANALYZING PERFORMANCE OF NFP DUE

12. 10/11  Grant competition: Identifying the winners in a funding cycle

CLASS PRESENTATIONS PART II (7 groups of 2-3 students)

10/16  FALL BREAK. NO CLASSES.

13. 10/18  Guest Speaker: Tanya Guenther, Save the Children, Evaluation in NGOs

10/23  Comparing nonprofits to for-profits  HOMEWORK 3 DUE

Readings: Worth, chapter 6 “Ensuring accountability and measuring performance”


14. 10/25 Strategic Development in NFPs

Readings: Worth, chapter 7 “Strategic planning and strategic management”

**CASE:** *American Legacy: Beyond the truth Campaign*. Harvard Business School 9-504-014.

15. 10/30 Strategic human resource management and expansion strategies

Readings: Worth, chapter 9 “Managing paid staff and service volunteers”


**CASE:** Chapter Enrichment Program Teams at the American Red Cross (Parts A & B). *Harvard Business School* Cases # 9-402-042 and 9-403-091.

16. 11/1 **GUEST SPEAKER:** Jess Daniel, Detroit Locavorism Movement, New missions for Detroit NFPs.

17. 11/6 Election Day Special: Advocacy and population health

**HOMEWORK 4 DUE**

Readings: Worth, Chapter 14


**CASE:** Casa Amiga: Addressing violence against women on the US-Mexico border

18. 11/8 Alliance building in local communities

Readings: Readings: Worth, chapter 8 “Capacity and collaboration”

Case: Commonwealth Care Alliance: Elderly and Disabled Care (HBS)

19. 11/13 Social marketing

Readings: Worth, chapter 10 “Marketing and communications”
CASE: Local New York Food Bank and Canadian Cancer Society in Daw’s *Cause marketing for nonprofits*.

**PAPER 3 SWOT ANALYSIS FOR NONPROFIT DUE**

20. 11/15 GUEST SPEAKER--- Gail McCulloch, UM SPH Development Office, Fundraising essentials

Readings: Worth, chapter 11, “Philanthropic fund-raising”

21. 11/20 Budgets and financial allocation

Readings: Worth, chapter 13, “Financial management”
ADDITIONAL READING TO BE ADDED.

11/22 THANKSGIVING NO CLASSES.

22. Tu 11/27 GUEST SPEAKER--- Prashant Yadav, WDI, INGO Alliances in Drug Delivery

Readings: Worth, chapter 15, “INGOs”
23. Th 11/29  Earned income strategies  HOMEWORK 5 DUE

Readings: Worth, chapter 12, “Earned Income Strategies”

24. Tu 12/4  Achieving top quality performance

Recommended:

25. Th 12/6  Final Wrap Up and Operational Plan Presentations

29. Tu 12/11  Operational Plan Presentations and Final Wrap Up (Team Projects 7-8 students per team)

**Final exam date (12/18):** FINAL TEAM OPERATIONAL PLANS DUE ON 12/18 by 5:00 pm.