

Department of Psychiatric Rehabilitation and Counseling Professions  
Rutgers, School of Health Professions

## **PSRT 5302: Non-Profit Management**

**Prerequisites:** There are no prerequisites for this course. This course is one of the approved electives for the MS in PsyR Leadership Track but students from other master's and doctoral programs can register for this course with the approval of their program director.

**Credits/Mode of Instruction:** 3 Credits web-based

**Contacting the Instructor:**

Students can contact the instructor in several ways: (1) through the email system built into the Angel platform, (2) through the UMDNJ email system at [kgill@umdnj.edu](mailto:kgill@umdnj.edu) or (3) by telephone at 908-889-2438. Office hours are by appointment.

**Course Description:** The pursuit of the mission of psychiatric rehabilitation and related services and programs is usually done in the settings of charitable, non-profit organizations that range in size from small grassroots operations to complex multi-site health care providers. The governance and management of non-profit organizations presents unique challenges that many other types of businesses do not face. Furthermore, the leadership of these organizations involves mastering the processes of writing grants, negotiating contracts, and raising funds. These funds must then be managed responsibly in the context of an array of internal and external constraints. Mastering these business processes is critical to ensuring the maintenance and expansion of the non-profit organization's mission. Those individuals that learn to master these processes control these organizations.

**Course Goals:** Non-profit Management will expose the students to the basic features of non-profit organizations from the perspective of a leader. This course seeks to assist students in:

1. Comprehending that non-profit, charitable organizations are businesses of a specific nature, sharing characteristics of other businesses, but with features unique to the maintenance of their mission.
2. Preparing proposals for both public and private sources in commonly used formats.
3. Understanding the definitions of governance and management, distinguish between these two complementary functions, and identifying the basic processes of each.

4. Explaining the functions of financial management, including budgeting, segregation of functions, and interpretation of audits.

**Course Objectives:** Upon completion of this course, students will be able to:

1. Demonstrate competency in “pre-writing” tasks of grant writing including homework, networking and drafts.
2. Prepare a grant to be scored using specific criteria.
3. Identify the general categories of grants and contracts available in one’s sector and the varying demands of these types of proposals.
4. Define the fiduciary responsibilities of the board of directors as the trustees of public and private charitable resources.
5. Identify the elements and specific challenges of hiring, evaluating, and terminating the CEO or executive director.
6. Identify the strategies for the successful development role of board members.
7. Define and describe the differences between incorporation, by-laws, policies, and procedures.
8. Prepare a budget according to widely accepted categories and principles.
9. Defines commonly accepted accounting principles including: cost vs., accrual accounting, costs centers, general and administrative, indirect costs, fringe benefits, allocation of costs.

### **Required Readings:**

Course Textbooks – There are three course textbooks, click on each their titles below for ordering information. You may order either new or used copies.

Drucker, P. (1990) *Managing the Non-Profit Organization*. New York: Harper Collins.

Karsh, E. & Fox, A.S. (2006) *The Only Grant-Writing Book You'll Ever Need: Top Grant Writers and Grant Givers Share Their Secrets*. New York: Carroll & Graf.

Wolf, Thomas (2012). *Managing a Nonprofit Organization in the Twenty-First Century*. New York: Fireside.

Articles: (Accessible from the UMDNJ Library, will be distributed if needed)

### **Course Requirements**

**Web Discussion Forums:** Each week, students will be required to log into the course and complete the on-line, written lesson provided as well as any related readings. Once the student has reviewed the materials for the week, he/she will post responses to the questions that appear in the threaded discussions. The student is not only required to reply to the instructor, but also the responses of other class members. If you want to

receive full credit for a particular unit, you should answer all the questions, read your classmates postings, and reply to your classmates and the instructor when appropriate. Thus, you should check the discussion forums several times a week to keep up with the ongoing discussion threads. You have an entire week to contribute to a class discussion. Discussion Forums may be "locked-up" 2 weeks after they are posted. Contributing to a discussion in the second week (rather than the first week it was posted) is akin to being late for class and your grade will reflect that.

**Class Participation:** Class participation in the on-line environment will be based on your participation in threaded discussions. It is important to note that all web discussions and on-line lessons will be posted as stated on the course calendar which you should check regularly. As mentioned above, not only are you required to reply to me, but you should also comment on your classmate's postings. You will not have adequate time to do both of those things if you wait until the last minute.

**Grading:** The minimum level of satisfactory performance in this class is a C. Students who do not obtain a C or better may re-take this course one time. Your final grade for this course will be based on the following weights:

Participation Discussion Threaded Responses	15%
Grant Proposal	40%
Budget Analysis	10%
Budget and Budget Narrative	25%
CEO/Board Scenario	10%

**Grading Scale:**

92-100	A
88 – 91	B+
82 – 87	B
78 – 81	C+
75 – 77	C
65 – 74	D
64 or below	F

**Course Evaluations:** This course and the quality of instructors will be evaluated each semester using SHRP student evaluation surveys. A peer evaluation system, set up by the Program Director will also be used to evaluate the quality of both the course materials and instructional methods