

PADM 4226 Introduction to Nonprofit Organizations

University of Memphis, Fall 2018

Tuesdays, 5:30-8:30

Professor:

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Office Hours: By Appointment (Typically available Mondays 10-12 and Thursdays 12-2)

Course Overview:

The nonprofit sector is growing quickly. Over the past 10 years, employment in the nonprofit sector has grown faster than employment in government or private industry. Many current college students will eventually become involved in the nonprofit sector as managers or staff members, board members, volunteers, or funders. This course is designed to introduce students to the nonprofit sector and provide a broad understanding of nonprofit operations for those considering nonprofit careers and other leadership roles with nonprofits. Students will learn what makes nonprofit organizations different from business or government organizations, including the organizations' missions, leadership structure, funding, legal and regulatory framework, and culture, with the goal of helping student evaluate the pros and cons of a career in the nonprofit sector. We discuss some of the important roles that nonprofit organizations play in contemporary society, including organizations' advocacy, service delivery, and civil society roles. In addition, we touch on the components of a successful nonprofit organization, including board and staff leadership, strategy and capacity building, financial management, fundraising and securing government grants/contracts, and marketing. While this class focuses on domestic U.S. nonprofits, especially those operating in Tennessee, we will also touch on multi-national nonprofits.

Learning Objectives:

By the end of this course, students will be able to:

- Differentiate management in the nonprofit sector from management in other sectors, and summarize the growing professionalization of the nonprofit sector
- Describe the size, scope, and diverse forms of the nonprofit sector and philanthropy. Explain the growth and impact of philanthropy, civil society, and nonprofit organizations on contemporary society.

- Explain the core roles and responsibilities (legal, organizational) of the nonprofit board and executive leadership. Assess how board and leadership differences among organizations contribute to organizational culture and performance.
- Describe the legal framework for nonprofit operations. Apply nonprofit legal and ethical accountability principles to assess managerial decisions. Articulate the difference between legal and ethical accountability.
- Summarize various approaches to strategy development and capacity building in organizations, and apply these approaches to specific organizational contexts.
- Explain the methods that managers use to evaluate performance and social impact at both organizational and programmatic levels. Identify the reasons that performance measurement is more difficult and often more controversial in the nonprofit sector.
- Articulate the role, value, and dynamics of staff and volunteers in nonprofit organizations and the implications of personnel diversity for the sector.
- Summarize the role of nonprofit organizations in effecting social change, social movements and influencing the public policy process, especially through advocacy and lobbying activities.
- Describe the key principles of marketing and fundraising at nonprofit organizations, including the various audiences and vehicles for communication and solicitation. Understand key fundraising terms.
- Understand the opportunities, challenges, and debates surrounding government contracts, government grants, and earned income for nonprofit organizations.
- Critically assess the role of social entrepreneurship in advancing the nonprofit sector and society.
- Practice professional conduct and writing that are appropriate to the standards and context of nonprofit organizations.

These learning objectives were developed using the NACC Curricular Guidelines.

Prerequisites:

This class is designed to be taken by undergraduate students, including students earning their Minor in Nonprofit Management. There are no prerequisites for this course.

Required Readings:

This course depends on student participation, and participation depends on your preparation. The knowledge you gain in this course will largely depend on the effort you put into it. The required readings have been carefully selected based on learning objectives, and completing the reading will allow you to fully contribute to class discussions and maximize your score on written assignments.

There is one required text for this course: Nonprofit Management: Principles and Practice, by Michael J. Worth. Published by Sage Publishing. You need the latest edition (4th).

In addition to the traditional text book, weekly course materials (articles, cases, etc.) will be posted on the course's website.

Assignments/Grading:

The following is a brief outline of all assignments. Several assignments have a written component. Writing is expected to be presented in a logical format without errors in grammar and spelling. A

professional style of writing is appropriate for most assignments. For readability, please turn in work that is typed and double-spaced, using a standard font and margins.

Weekly Responses: Each week, I will post questions related to the readings. You will turn in answers to the questions using the online system 24 hours before class. We will use these answers in our class discussion, and I may also ask you to repeat some of your answers to the class. You may find it helpful to have a printed copy of your answers during class, but this is not required. Weekly responses will be graded for completeness, and I will drop your three lowest grades when calculating the final score.

Class Participation: Students are expected to attend each class. During each class, two types of participation are expected. Each class will include some group discussion based on the readings. In addition, students will form groups of 2 to discuss at least one advanced problem during class. Each student should be an active participant in both types of discussion. Active participation includes asking questions, brainstorming solutions, sharing thoughts on the best way to approach a problem, and discussing course concepts with other students. I will drop your two lowest participation grades.

Assignments (3): There are two graded assignments in this course. Each will be graded anonymously. More details will be provided about each assignment closer to the due date.

- Cause presentation – You will make a short presentation about a cause you are interested in. The presentation will explain the societal problems or goals related to the cause using statistics and stories. You will also highlight several organizations working on this cause.
- Staff interview – You will interview a staff person at a nonprofit organization here in Memphis. I will provide some suggested topics, but you should prepare your own questions prior to your interview. These questions will be vetted prior to your interview by peer-review. After your interview, you will complete a reflection on what you learned about the staff member's career and role in his or her nonprofit organization.
- Nonprofit profile and presentation– You will complete a written profile of a nonprofit organization with a presence in Tennessee. You will also present highlights from this profile to the class. The profile will be a strategic analysis, including information about the organization's leadership, funding, programs, and other strategic concerns. Your writeup should reflect what you have learned in this course. The instructor will provide additional information about this assignment, including specific questions your profile should address.

Take-home Final: An open-book, take home exam will be distributed at the last class. It will cover topics from throughout the semester. Most students should be able to complete the final in 3 hours (typical in-class final time). The final must be completed individually without consulting classmates or others. It will be due during finals week.

Grade Weights:

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| • Weekly responses | 20% |
| • Class participation | 10% |
| • Cause presentation | 15% |
| • Nonprofit staff interview | 15% |
| • Nonprofit profile/presentation | 25% |
| • Take-home final | 15% |

Your final grade will be based on the following grading scale:

A+ 97-100	B 83-86	C- 70-73
A 93-96	B- 80-82	D+ 67-69
A- 90-92	C+ 77-79	D 63-66
B+ 87-89	C 74-76	F 62 and less

Course Expectations and Policies:

Students are required to be active participants in all aspects of this course.

- **Preparation:** Class preparation is important to success in this course. Prior to each class, students should complete the assigned readings from the book or another source. Note that some of the materials/concepts in the assigned reading are marked as fundamental. If you do not read these materials prior to class, you will find participating in class discussion and contributing to your group extremely difficult. Please make these readings a priority.
- **Electronic Devices:** In general, students are expected to minimize their use of electronic devices in class, including smart phones, iPads, laptops, etc. If you have academic reasons for using a laptop, such as note-taking, let me know.
- **Late Weekly Responses:** To ensure that you have read and digested the week's materials, you will provide written responses/reflections to several question 24 hours before class (by 5:30 PM). Late weekly responses will receive half points.
- **Late Assignments:** The written non-weekly assignments are due on the day indicated in the course schedule by 5:30 pm (class time). Late assignments will receive a full letter grade deduction for every day that they are late. (So, an assignment turned in by 5:30 the next day would have a 10% reduction. An assignment by 10:30 the next day would receive a 20% reduction because it is more than 24 hours late.) Assignments must be turned in using the electronic course management system – they should not be emailed to your instructor or turned in as hard copies.
- **Communication:** When emailing the professor, please put the course number as part of the subject line. This way I can find all course emails easily! Remember, emails should be written professionally.

Office Hours:

Your instructor wants you to succeed in this course! The instructor will hold weekly office hours. Professor office hours are on an appointment system. You may sign up for an appointment (phone, Skype, or in-person) using the scheduling website, <https://vancemcmullen.youcanbook.me>

Occasionally my speaking obligations or other academic conflicts will force me to move office hours from the ones in the syllabus. When this happens, the new office hours will be announced.

Other Policies:

University policies on cheating, plagiarism, students with disabilities, etc. apply to this course.

[Student conduct and discipline](#)

[Academic honesty and online integrity](#)

[Students with disabilities](#)

A few specifics...

Academic Misconduct and Integrity: The Office of Student Conduct defines the following:

- *Plagiarism* - The adoption or reproduction of ideas, words, statements, images, or works of another person as one's own without proper attribution.
- *Cheating* - Using or attempting to use unauthorized materials, information, or aids in any academic exercise or test/examination. The term academic exercise includes all forms of work submitted for credit or hours.
- *Fabrication* - Unauthorized falsification or invention of any information or citation in an academic exercise.

As outlined in the *UM Code of Student Rights and Responsibilities*, cheating and plagiarism will result in severe disciplinary action. Either offense will be grounds for receiving an "F" on the assignment or examination and possibly an "F" for the course, depending on the severity of the offense. Please contact the instructor if you have any questions about these topics.

Your written work may be submitted to Turnitin.com, or a similar electronic detection method, for an evaluation of the originality of your ideas and proper use and attribution of sources. As part of this process, you may be required to submit electronic as well as hard copies of your written work, or be given other instructions to follow. By taking this course, you agree that all assignments may undergo this review process and that the assignment may be included as a source document in Turnitin.com's restricted access database solely for the purpose of detecting plagiarism in such documents. Any assignment not submitted according to the procedures given by the instructor may be penalized or may not be accepted at all.

Students with disabilities: The University encourages full participation of students with disabilities.

Any student who anticipates physical or academic barriers based on the impact of a disability is encouraged to speak with me privately. Students with disabilities should also contact Disability Resources for Students (DRS) at 110 Wilder Tower, 901-678-2880. DRS coordinates access and accommodations for students with disabilities.

Class Schedule:

Session	Class Date	Topic	Book Chapters* (Add'l Readings On eCourseware)	Items Due** (All weekly responses due Mondays at 5:30 PM)
1	August 28	Introductions, Course Overview, Nonprofit Sector Overview	Worth Ch. 1 & 2	--
2	September 4	Role of Nonprofit Sector; Behavior of Nonprofit Organizations; Introduce Cause Assignment	Worth Ch. 3	Weekly responses
3	September 11	Governing and Leading Nonprofit Organizations	Worth Ch. 4 & 5	Weekly responses
4	September 18	Accountability (Legal, Ethical); Cause Presentations by Class	Worth Ch. 6 (to p. 147)	Weekly responses CAUSE PRESENTATIONS IN CLASS
5	September 25	Strategy and Capacity; Introduce Interview Assignment	Worth Ch. 7	Weekly responses
6	October 2	Additional Strategies: Collaborations, Partnerships, and Mergers	Worth Ch. 8	Weekly responses
7	October 9	Performance	Worth Ch. 6 (starting at p. 147)	Weekly responses
--	October 16	No class – Fall Break	--	
8	October 23	Managing Staff and Service Volunteers; Introduce Nonprofit Profile Assignment	Worth Ch. 9	Weekly responses STAFF INTERVIEW DUE
9	October 30	Advocacy and Lobbying	Worth Ch. 11	Weekly responses
10	November 6	Marketing and Communication	Worth Ch. 10	Weekly responses
11	November 13	Philanthropic Fundraising	Worth Ch. 13	Weekly responses

