

**PADM 5040 (001-7310)**  
**NONPROFIT THEORY & MANAGEMENT**  
**Fall 2023**

Professor: Hee Soun Jang. Ph.D.

Phone: 940-369-7844 / Office: Chilton Hall 204 B/ Email: [HeeSoun.Jang@unt.edu](mailto:HeeSoun.Jang@unt.edu)

Office hours: Thursdays 10:00- 2:00 or by appointment

Class hours: Tuesdays 2:00-4:50 at Wooten Hall 214

**A. Course Description**

The purpose of this course is to provide an introduction and an overview of nonprofit organizations and of the environment in which these organizations operate. It includes an examination of what makes such organizations distinctive, and of the special knowledge and skills required for effective nonprofit management. It also examines the empirical and normative issues surrounding nonprofit management and leadership. The overall goal of this course is to present an overview of the theory, operation, and structure of nonprofit organizations.

**B. Course Objectives**

- An understanding of the nature and scope of the nonprofit sector in the U.S. and an introduction to international nongovernmental organizations.
- Knowledge of theories, principles, historical developments, ethical issues, functions, and political processes that relate to the management of nonprofit organizations
- Familiarity with management practices and techniques appropriate for nonprofit organizations
- Helping students, who as public administrators may have to regulate or contract with nonprofits to understand the nature of nonprofit entities
- Providing a foundation for students who are considering a career in nonprofit management
- Developing critical thinking skills through readings, discussions, and assignments.

**C. Reading Materials**

- Steven Ott and Lisa Dicke edited. (2015; 2023). *Understanding Nonprofit Organizations: Governance, Leadership, and Management*. (3<sup>rd</sup> and 4th ed.). Westview Press. (ISBN: 978-0-8133-4468-3)
- Helmut K. Anheier. (2014). *Nonprofit Organizations: Theory, Management and Policy*. 2<sup>nd</sup> edition. Routledge. (ISBN: 0-415-31419-4)
- Klinenberg. (2018). [Palaces for the People](#). Penguin Random House.

**Online Articles and Other Readings**

Many of the articles can be downloaded from class CANVAS.

#### **D. Grading**

The grading for the semester is based on the following criteria:

Exams (Midterm 300 and Final 300)	600
Team Project: State of Nonprofit Sector	300
Class participation	100
Total	1000

A: 1000-900

B: 899-800

C: 799-700

D: 699-600

F: 599 and lower

#### **E. Exams (300\*2=600)**

The examination will be based on lectures, reading assignments, class activities, discussions and writing assignments. Exam will be in class and closed book, requiring essays and short answers- predominantly essays. Exam cannot be made up unless you notify the professor before the time of an exam that you cannot take the exam and you have to have an official and reasonable excuse.

#### **F. Team Project: State of Nonprofit Sector (300)**

The class will be divided into small groups to assess the nonprofit sector in the major cities in Texas. Team of 3 members will be randomly assigned at the beginning of semester.

This team project is designed to help students understand nonprofit organizations in our community and develop analytical perspectives about the sector by examining nonprofit and census data. The group will work together to assess the demographics and the nonprofit ecology of the area. This project will examine how nonprofits are responding to the social demand of the community and utilizing community resources. There will be special attention on how nonprofits are functioning in the unique environment of wealth, poverty and diverse demand of human and social services.

There will be work in teams throughout the course:

**1<sup>st</sup> assignment, Data analysis:** Understand and analyze data and prepare descriptive data analyses- presenting socio-economic characteristics of community and some key features of nonprofit sector and describe how characteristics of community shape the nonprofit sector. Expected length of 5-7 pages

**2<sup>nd</sup> assignment, Individual case study:** Each student chooses a sub-sector of the nonprofits in the community and prepare a case study about the chosen service area nonprofit organizations (i.e. education, arts, environment, literacy, sports, shelter etc..). These individual case studies will be combined with the group paper.

The case study is a short essay (about 3 pages 700-900 words) that describes how the sub-sector of the nonprofit organizations are doing in the community.

**3<sup>rd</sup> assignment, Presentation:** the team's research findings and implications will be prepared as a 15 minute powerpoint presentation on December 5. The presentation will be evaluated based on:

- Are the analyses sound?
- Are data used for recommendations?
- Are they persuasively presented?
- Are they presented confidently, clearly, concisely, and energetically?

**4<sup>th</sup> assignment, Final report:** Develop a comprehensive, clear, and critical assessment about nonprofit sector of the community. The report should be prepared in a format and style appropriate for professional delivery, including a title page, an executive summary (150 -200 words) and references

- Written report expected between 20-22 pages in length, not including title page, an executive summary and references.
- All articles, books and websites used in report should be fully referenced on a separate reference page. As proper citation is a key part of any research assignment, it is imperative that you utilize proper citing and quoting techniques in this report. Please use APA style of citation and references. UNT library offers free tutoring for students. (check out: <http://www.library.unt.edu/govinfo/browse-topics/citation-guides-and-style-manuals/citation-guides-and-style-manuals>)
- Final paper must be turned in electronically to the CANVAS by noon of December 5. Email copies will not be accepted.
- Late papers will not be accepted (Early submission is fine).

Assignments and points attached to them are as follows:

	Points	Due
1 <sup>st</sup> assignment : Data analyses	100	October 24
2 <sup>nd</sup> assignment: Individual case study	50	November 14
3 <sup>rd</sup> assignment: Presentation	50	December 5
4 <sup>th</sup> assignment: Final report	100	December 5
<b>Total possible points 300</b>		

All written assignments must be turned in via **CANVAS/ASSIGNMENT**. No hardcopy will be accepted. Written assignments must be submitted on or before the due date *in MS Word*

**format** (NO pdf.) Assignments that are turned in late will 10% for each day late and may not receive feedback other than a numeric grade.

Written assignment format

- 12 point font Times Roman
- 1 inch margin Double spaced
- MS word format submitted to the CANVAS
- Use APA for citation and references

### **G. Attendance and Participation**

Students will be expected to be full participants in shaping the character of the *seminar*; that requires all students to come to class prepared to discuss the readings for each session. Some of the assigned readings are in the form of cases. To prepare for case discussions, you should carefully read and thoroughly analyze the case. The instructor would provide a brief lecture to the topic of each class sessions. In order to earn a high grade for participation, students should:

- Attend every class Rather: attendance is important – vitally so. Attendance and punctuality are basic requirements for an effective discussion. *This is a seminar class, which means a major part of the work of the class comes from our discussions. Attendance at all sessions is important. Excessive absence (30% of class meetings) will result in my recommending that you withdraw from the course.*
- Arrive at class on time and stay for the entire class
- Read all the assigned readings and come to class with questions about and thoughts on the readings
- Consistently take an active part in class discussions
- Participate in small group and class discussions of readings and in-class activities

### **H. CANVAS**

CANVAS will be used to supplement work in this course. Checking CANVAS frequently is advised in order to stay abreast of any and all announcements, and changes. On occasion, the instructor will send emails to the entire class via UNT student assigned email accounts.

### **I. Academic Dishonesty: POLICY ON CHEATING AND PLAGIARISM**

Notice of this policy shall be given in all public administration classes each semester, and written copies shall be available in the public administration office.

#### **Definitions**

The UNT Code of Student Conduct and Discipline defines cheating and plagiarism “as the use of unauthorized books, notes, or otherwise securing help in a test; copying other’s tests, assignments, reports, or term papers; representing the work of another as one’s own; collaborating without authority with another student during an examination or in preparing academic work; or otherwise practicing scholastic dishonesty.”

#### **Penalties**

Normally, the minimum penalty for cheating or plagiarism is a grade of “F” in the course. In the case of graduate departmental exams, the minimum penalty shall be failure of all fields of the exam. Determination of cheating or plagiarism shall be made by the instructor in the course, or by the departmental faculty in the case of departmental exams.

Cases of cheating or plagiarism on graduate departmental exams, papers, theses, or dissertations shall automatically be referred to the departmental Curriculum and Degree Programs Committee. Cases of cheating or plagiarism in ordinary course work may, at the discretion of the instructor, be referred to the Curriculum and Degree Programs Committee in the case of either graduate or undergraduate students. This committee, acting as an agent of the Department, shall impose further penalties, or recommend further penalties to the Dean of Students, if they determine that the case warrants it. In all cases, the Dean of Students shall be informed in writing of the case.

#### Appeals

Students may appeal and decision under this policy by following the procedure laid down in the UNT Code of Student Conduct and Discipline.

#### **J. Special Needs**

The Department of Public Administration, in cooperation with the Office of Disability Accommodation, complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Please present your written accommodation request during regular office hours before the 12<sup>th</sup> class day of regular semesters.

#### **K. Policy on laptops and cell phones in the classroom**

The classroom setting at an institution of higher learning is intended to serve as a venue that permits the transfer of knowledge and facilitates the sharing of ideas. As such, it is imperative that any distractions from these stated objectives be avoided and kept to a minimum. Potential disruptions include modern electronic devices such as laptop computers and cell phones.

Students are allowed to take notes on personal laptop computers to enhance the learning process, but they should not activate their internet browsers during class or use computers for non-academic purposes (as this diverts attention from the lecture/discussion for both the student using it and others nearby). Students should also avoid using cell phones to search the Internet or text while class is in session.

Exceptions to this policy will be at the discretion of the faculty only and may occur if searching the Internet is necessary to find additional information or facts related to the subject being covered on that particular day.

#### **L. Student Behavior in the Classroom:**

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at [www.unt.edu/csrr](http://www.unt.edu/csrr)

### **M. Course Topics and Assignments**

	Topics	Assignments
Week 1 (Aug 22)	Introduction: Scope, Scale, and Role of the Nonprofit Sector	
Week 2 (Aug 29)	Nonprofits and Civil Society: Mapping Collective Action	Team meeting
Week 3 (Sept 3)	Diverse Types and Roles of Nonprofit Organizations	
Week 4 (Sept 12)	Nonprofit Governance and Leadership	Sarah Ryan and Samantha Sims <a href="#">Journey to Dream</a>
Week 5 (Sept 19)	Nonprofit Leadership Case Analysis	
Week 6 (Sept 26)	Government and Nonprofit Relationship: Economic Theories	Dani Shaw, Chair of <a href="#">Denton Homeless Leadership</a>
Week 7 (Oct 3)	The Legal and Ethical Aspects	
Week 8 (Oct 10)	Midterm	
Week 9 (Oct 17)	Managing Volunteers	1 <sup>st</sup> assignment due
Week 10 (Oct 24)	Building Nonprofit Capacity	
Week 11 (Oct 31)	Nonprofit Accountability	
Week 12 (Nov 7)	Nonprofit Resiliency	Sara Ford 2 <sup>nd</sup> assignment due
Week 13 (Nov 14)	New Philanthropy and Global Perspectives	
Week 14 (Nov 21)	Thanksgiving break (Campus closed)	
Week 15 (Nov 28)	Nonprofit Sector Research Development	Tracy Eubanks CEO of <a href="#">Metrocrest</a>
Week 16 (Dec 5)	State of Nonprofit Sector Presentations	Presentation and final paper turn in
Week 17 (Dec 12)	Final Exam	

## **N. Course Schedule and Assignments**

### **Week 1 (Aug 22) Course Introduction: Scope, Scale, and Role of the Nonprofit Sector**

- Discussion: What are some of reasons why the nonprofit sector has become more relevant in recent years?
- What could be some of the reasons for the immense diversity of nonprofit organization?
- Ch. 3. "Definition of Scope, Scale, and Role of the Nonprofit Sector." Leadership in Nonprofit Organizations: A Reference Handbook. (CANVAS)

### **Week 2 (Aug 29) Nonprofits and Civil Society: Mapping Collective Action**

- Anheier. Chapters 3. Concepts.
- "Definition of Scope, Scale, and Role of the Nonprofit Sector." Leadership in Nonprofit Organizations: A Reference Handbook. (CANVAS)
- Peter Frumkin. The Idea of a Nonprofit and Voluntary Sector. (CANVAS)
- *Team meeting*

### **Week 3 (Sept 3) Diverse Types and Roles of Nonprofit Organizations**

- Ott and Dicke. Chapter 12. Foundations
- Anheier. Chapters 4, 5. Dimensions. I and II
- Case discussion: A Charity Offers Donors More Control Over Where Their Funds Go (NYT) <https://www.nytimes.com/2016/11/05/your-money/a-charity-offers-donors-more-control-over-where-their-funds-go.html>

### **Week 4 (Sept 12) Government and Nonprofit Relationship: Economic Theories**

- Lester Salamon, Market failure. (CANVAS)
- Dennis Young, Contract failure theory (CANVAS)
- Dennis Young, Government failure theory (CANVAS)
- Case discussion: \$30 Million Program to Help Low Income New Yorkers Get Mental Health Care <https://www.nytimes.com/2015/07/30/nyregion/30-million-program-to-help-low-income-new-yorkers-get-mental-health-care.html?mcubz=0>
- **State of Nonprofit Sector Workshop (Jihoon Jeong)**

### **Week 5 (Sept 19) Nonprofit Governance and Leadership**

- Ott and Dicke. Chapter 1. Board of Directors
- Ott and Dicke. Chapter 2. Applying SOX principles to Nonprofit Organizations
- Anheier, Chapter 15. Governance, Accountability, and Transparency
- Jang, Valero and Jung 2016. Effective Leadership in Network Collaboration: Lessons learned from Continuum of Care Homeless Programs. IBM Center for The Business of Government. <http://www.businessofgovernment.org/report/effective-leadership-network-collaboration-lessons-learned-continuum-care-homeless-programs>

### **Week 6 (Sept 26) Nonprofit Leadership Case Analysis**

- Greenhill Community Center-A (CANVAS)
- Greenhill Community Center-B (CANVAS)
- Guest speaker: Dani Shaw. City of Denton, Director of Community Services.

### **Week 7 (Oct 3) The Legal and Ethical Aspects**

- Ott and Dicke. Chapter 3. Organizational, Operational, and Related Tests and Doctrines
- Ott and Dicke. Chapter 4. Evaluating the Charitable Deduction and Proposed Reforms.
- Ott and Dicke. Chapter 5. Punctilios and Nonprofit Corporate Governance.
- Rhode and Packel. 2009. Ethics and Nonprofits. Stanford Social Innovation Review. (CANVAS)
- Case discussion: Affiliates feeling pinch of United Way scandal  
<http://www.nytimes.com/1992/04/22/nyregion/affiliates-feeling-pinch-of-united-way-scandal.html?pagewanted=all&src=pm>

### **Week 8 (Oct 10) Midterm**

### **Week 9 (Oct 17) Managing Volunteers**

- Ott and Dicke. Chapter. 19. What is volunteering?
- Ott and Dicke. Chapter. 20. It ain't natural: Toward a new (natural) resource conceptualization for volunteer management.
- Essential Services at Risk: How Can the Corvallis Crisis Line Survived? (A) (CANVAS)
- Essential Services at Risk: How Can the Corvallis Crisis Line Survived? (B) (CANVAS)
- *1<sup>st</sup> assignment due*

### **Week 10 (Oct 24) Building Nonprofit Capacity**

- Anheier, Chapter. 11. Organizational behavior and performance
- Anheier, Chapter. 12. Management models and tools.
- Ott and Dicke. Chapter. 9. Measuring the Networked Nonprofit: Using Data to Change the World.
- United Ways of Denton County. 2011 Community Assets and Needs Assessment (CANVAS)
- Case discussion: Two paths for charitable giving  
<http://www.nytimes.com/2013/06/29/your-money/charitable-giving-from-head-or-heart.html?pagewanted=all>

### **Week 11 (Oct 31) Nonprofit Accountability**

- Ott and Dicke. Chapter 21. Balancing Competing Accountability Requirements.
- Ott and Dicke. Chapter 22. Accountability Online: Understanding the Web-based Accountability Practices of Nonprofit Organizations
- Koliba and Zia. 2011. "Accountability in Governance Networks." *Public Administration Review*.

- Case discussion: Charity Navigator Tweaks Its Rating System  
[http://www.nytimes.com/2016/05/28/your-money/charity-navigator-tweaks-its-rating-system.html?rref=collection%2Ftimestopic%2FNonprofit%20Organizations&action=click&contentCollection=timestopics&region=stream&module=stream\\_unit&version=latest&contentPlacement=2&pgtype=collection](http://www.nytimes.com/2016/05/28/your-money/charity-navigator-tweaks-its-rating-system.html?rref=collection%2Ftimestopic%2FNonprofit%20Organizations&action=click&contentCollection=timestopics&region=stream&module=stream_unit&version=latest&contentPlacement=2&pgtype=collection)
- Reaping Millions in Nonprofit Care for Disabled.  
<http://www.nytimes.com/2011/08/02/nyregion/for-executives-at-group-homes-generous-pay-and-little-oversight.html?pagewanted=all>

### **Week 12 (Nov 7) Building Resilient Organizations**

- Searing, Wiley and Young (2020). Resiliency tactics during financial crisis: The nonprofit resiliency framework. *Nonprofit Management and Leadership*. Vol. 32. 179-196.
- Witmer, and Mellinger (2016). Organizational resilience: Nonprofit organizations' response to change. *Work*. Vol. 54.
- Shi, Jang, Keyes and Dicke. (2020). Nonprofit service continuity and responses in the pandemic: Disruptions, Ambiguity, Innovation and Challenges. *Public Administration Review*. Vol. 80.
- S. D. Bechtel, Jr. Foundation. Resiliency Guide (2020).
- Guest speaker: Sara Ford, PhD candidate in Dept. of Public Administration.

### **Week 13 (Nov 14) New Philanthropy and Global Perspectives**

- Ott and Dicke. Chapter. 8. Taking Social Entrepreneurship Seriously.
- Ott and Dicke. Chapter. 13. Philanthropic Social Ventures: A Framework and Profile of the Emerging Field.
- Defourny and Nyssens. (2017). Fundamentals for an International Typology of Social Enterprise Model. *Voluntas*. Vol. 28. (CANVAS)
- Case discussion
- One Acre Fund
- <https://www.pbs.org/newshour/show/business-fund-puts-african-farmers-on-road-to-market>
- Water.Org  
<http://india.blogs.nytimes.com/2013/08/29/matt-damon-tries-to-get-clean-water-and-toilets-for-indias-poor/?ref=nonprofitorganizations>

*2<sup>nd</sup> assignment due*

### **Week 14 (Nov 21) Thanksgiving break – Campus closed**

### **Week 15 (Nov 28) Building Social Infrastructure**

- Klinenberg. (2018). [Palaces for the People](#). Penguin Random House.
- Guest speaker: Tracy Eubanks. CEO. [Metrocrest Services](#)

**Week 16 (Dec 5) State of Nonprofit Sector Workshop**

- Research presentation
- Final paper turn in (CANVAS submission and a hard copy turn in)

**Week 17 (Dec 12) Final Exam**

Note: The schedule and assignments may be revised as the course progresses and new material becomes available.