PADM 5700-003 (7990)
Public and Nonprofit Partnerships
Spring 2022
Professor: Hee Soun Jang. Ph.D.
Class hours: W 6:00-8:50 @ ENV 120
Zoom Meeting https://unt.zoom.us/j/4857410232 (Meeting ID: 485 741 0232)
Phone: 940-369-7844 / Office: Chilton Hall 204 B / Email: HeeSoun.Jang@unt.edu
Office hours: W 3:00-5:00 and by appointment at Chilton 204B

TA: Jintak Kim Email: jintakkim@my.unt.edu
In-person and Zoom office hours W 1:00-3:00 at Chilton 114E
https://unt.zoom.us/j/2379530918 (Meeting ID: 237 953 0918)

Course Description and Learning Objectives
The public sector recognizes the value of relationships with nonprofit organizations. The key is that these collaborations must be mutually beneficial, strategic, and well thought out. This course is designed for nonprofit organizations and public agencies to address the increasingly important topic of partnerships. This course provides an understanding of public- nonprofit partnership theories, management functions, ethical dilemmas and leadership skills that are necessary for successful collaboration initiatives. Case studies, experiential exercises, and other projects are used to help expose students to theoretical and common practices. Upon successful completion of this course, students should demonstrate a range of knowledge and skill competencies. The course will be conducted as a seminar, though there will be some lecturing by the professor. Class participation is important; each student should come to class prepared to participate in discussions.

Learning Objectives
- Understand diverse theoretical and practical perspectives of public and nonprofit partnerships
- Be aware of best practices as they apply to the various aspects of public and nonprofit collaborations and networks
- Develop ability to use nonprofit data that is publicly accessible

Readings
- Online Articles/ Instructional cases
Grading Assessment and Grading (Grading system can be changed if we have to change class modality)

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

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Points</th>
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<tbody>
<tr>
<td>Discussion Postings</td>
<td>4*25</td>
</tr>
<tr>
<td>Nonprofit Partnership Analysis</td>
<td>150</td>
</tr>
<tr>
<td>Exams: Midterm and Final</td>
<td>2*200</td>
</tr>
<tr>
<td>Participation and attendance</td>
<td>50</td>
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**Total points**

<table>
<thead>
<tr>
<th>Grading scales</th>
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<tbody>
<tr>
<td>A = 700-630</td>
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<td>B = 629-560</td>
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<td>C = 559-490</td>
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<td>D = 489-420</td>
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<td>F = 419 and below</td>
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**Discussion Postings (25*4=100)**

We have 4 scheduled discussion postings. Each posting is related with readings for scheduled class sessions. Your contributions to the discussion forums will be graded for quality, and timeliness of your contributions.

**Exams (200*2=400)**

The examinations will be based upon lectures, reading assignments, class activities, and in-class. Both exams will be in class and closed book, requiring essays and short answers- primarily essays. The final exam will be cumulative in nature. The exam is intended to provide students the opportunity to express their knowledge of the materials covered in the readings and lectures supplemented by their own real-world experiences. Students are not allowed to make-up either exam unless the professor is notified prior with a reasonable and official excuse as to why the exam cannot be taken at the scheduled time.

**Nonprofit Partnership Analysis (150)**

The project involves preparing both a structured guide for managing collaboration and evaluative management tools that can be used by nonprofit organizations (or a network of public services) to gauge the success of collaboration. As part of the service learning project, students will first choose a nonprofit organization (or a service network, or a public agency managing collaboration) to work with over the course of this class. To guide this project, students will conduct interviews with the nonprofit (government) manager who is responsible for the collaborations with other organizations. Students are then expected to develop management tools that the nonprofit organization may use to guide successful collaboration.

1st assignment: Drop the name and web address of the organization to the CANVAS (Preferably, this is an organization for whom you would like to work or volunteer) **(Due: Feb 9)**

2nd assignment: General Organization Assessment **(Due: Apr 6)**

In a short essay that is about 500-700 word count:

- Identify mission (and vision), objectives, priorities, target goals etc.
Present general information regarding the organization’s workforce, revenue, board, service coverage, etc.

- Identify whether the organization currently has any types of partnerships with other organizations.
- Describe the nature of partnership in terms of membership, formality, resource sharing etc.

Class Presentation (April 20/27): Prepare a professional presentation to board members of your organization.

Final Paper (Due: May 11)
The final paper should be prepared in a format and style appropriate for delivery to the agency or board members, including a transmittal a title page, an abstract highlighting the research findings and recommendations, and a clearly organized and professionally written report.

- Written report must be 7-8 pages in length, not including title page, an abstract and references.
- Definition and outline of the partnership- benefits between both parties; the benefit to end user/clients/constituents; strengths and weaknesses of the partnership; challenges experienced and expected.
- Recommendation: Using your own analytical skills, answer the questions: “What could be done to make this partnership stronger or more effective?” Envision a successful partnership; use mission, vision and values to guide the development of a successful partnership. How can you achieve sustainable partnership?
- All articles and books 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 paper. In this class, you can use any formal citation format of APA style (American Psychological Association). Please see citation basics offered by UNT library.
- Late papers will not be accepted.

Assignments and points attached to them are as follows:

<table>
<thead>
<tr>
<th>Points</th>
<th>Due</th>
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<tbody>
<tr>
<td>10</td>
<td>Feb 9</td>
</tr>
<tr>
<td>30</td>
<td>Apr 6</td>
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<tr>
<td>30</td>
<td>Apr 20/27</td>
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<tr>
<td>80</td>
<td>May 11</td>
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**Total points 150**

**Late work**
Late work will be only accepted within a week and 10% points will be deducted for late work. After one week, you will receive a zero. You may still submit the assignment in order to receive feedback from the instructor, which is needed in order to do well on the final paper. Once you make a late submission it is your responsibility to inform instructor and TA for late grading. **No late submission will be accepted for final paper due to grade reporting timeline.**

**Participation (50)**
Students will be expected to be full participants in shaping the character of the seminar; that requires all students attend class prepared to discuss the readings for each session. Some of the assigned readings are in the form of case studies. To prepare for case study discussions, you should carefully read and thoroughly analyze the case. The instructor will 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.
- Arrive to class on time and stay for the entire class.
- Read all the assigned readings and come to class with questions and thoughts about the readings.
- Consistently and actively take part in all class discussions.

COVID-19 Impact

While this class is the asynchronous fully online course, it is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. Please contact me if you are unable to continue this class because you are ill, or to keep the class due to a related issue regarding COVID-19. It is important that you communicate with me about the issue, so I may make a decision about accommodating your request to be excused from class. If you are experiencing any symptoms of COVID-19 (https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Hotline at COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure.

CANVAS

CANVAS will be used to supplement work in this course. Checking CANVAS account 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. DO NOT USE CANVAS EMAIL DROP BOX.

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 assignment. 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.

**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 12th class day of regular semesters.

**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)

**Disability Accommodations**
The Department of Public Administration, in cooperation with the Office of Disability Accommodations (ODA), complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Please present your written accommodation request to the instructor within the first two weeks of the semester. Students registered with the ODA may present the Special Accommodation Request from that office in lieu of a written statement.

**Sexual discrimination, Harassment, & Assault**
UNT is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these acts of aggression, please know that you are not alone. UNT’s Dean of Students’ website offers a range of on-campus and off-campus resources to help support survivors, depending on their unique needs.

**Anti-Bias Statement**
The Department of Public Administration believes in the fundamental principles of life, liberty, equality, equity, and in doing good to all people as we serve our students and the public interest.

- We believe in the importance of diversity and inclusion
- We believe in fairness and equity for all faculty and students in and out of class
- We believe in mutual respect and civility for all students and faculty
- We believe that faculty and students have a right to a redress of grievances
- We believe that students and faculty should be actively engaged in good works
# Course Schedule and Assignments

## Week 1 (Jan 19) Course Introduction and Syllabus Review
- Anheier. Chapter 3. Concepts
- Discussion: Public sector and private (business and nonprofit) sector organizations.
  - What are their purposes, what are their similarities, what are their differences?
  - What needs and roles do they fill in our society?

## Week 2 (Jan 26) Understand Nonprofit Sector in US
- Anheier. Chapter 3. Concepts
- Nonprofit Impact Matters (CANVAS)
- Built for Texas (CANVAS)
- Dallas using $7 million in federal money to start economic development nonprofit (CANVAS)
- How Philanthropy Can (and Can’t) Help Prevent Evictions during the Pandemic (CANVAS)
- Discussion posting 1 (Due Jan 26 6:00 pm)

## Week 3 (Feb 2) Nonprofit Organizations in a Democracy: Varied Roles and Responsibilities
- Boris and Steuerle. Introduction, Chapters 1 and 2
- Case discussion: [Three Powerful Examples of Government & Nonprofit Collaboration in 2021 (Onestar foundation)]
- Discussion posting 2 (Due Feb 2 6:00 pm)

## Week 4 (Feb 9) Government Funding of Nonprofit Organizations
- Boris and Steuerle. Chapters 3 and 6
- The Importance of Network Administrative Organizations (NAOs) in Social Service Implementation: A National Nonprofit Manages an Assortment of Federal Programs in Rapidly Changing Environment.
- Nonprofit Partnership Analysis - 1st assignment Due Feb 9. 6:00

## Week 5 (Feb 16) Government and Nonprofits: Blurred Boundaries
- Boris and Steuerle. Chapter 4. Tax Treatments of Nonprofit Organizations
- Case discussion: Cities ask tax exempt groups to pay for services
- Case discussion: Nonprofits could pay St. Paul something like taxes, but ask nicely, says task force
- [Guest speaker: Willie Rankin, Executive Director of LVTRise, www.lvtrise.org](#)
Week 6 (Feb 23) Government and Nonprofits: Clash of Values
- Boris and Steuerle. Chapters 8 and 9
- Case discussion: Happy giving Tuesday! Here are 3 ways foundations go beyond giving- and influence politics and policy
- Case discussion: National Council of Nonprofits opposes latest efforts to politicize charitable nonprofits and foundations
- Discussion posting 3 (Due Feb 23 6:00 pm)

Week 7 (Mar 2) Defining Collaborative Governance
- Case discussion: Let’s Rethink Our Homeless Shelters

Week 8 (Mar 10) Midterm exam

Week 9 (Mar 17) Spring Break- No Class meeting-No Assignment

Week 10 (Mar 24) Various Collaborative Arrangements of Public Enterprises 1
- Forrer et. al. Chapters 1 - 4.

Week 11 (Mar 30) Various Collaborative Arrangements of Public Enterprises 2
- Forrer et. al. Chapters 1 - 4.
- Discussion posting 4 (Due Mar 30, 6:00 pm)

Week 11 (Apr 6) Managing Collaborative Networks
- Nonprofit Partnership Analysis- 2nd assignment Due Apr 6, 6:00

Week 12 (Apr 13) Leading Across the Boundaries
• Linden, R. 2010. Leading Across Boundaries. Chapters 1 - 5.

**Week 13 (Apr 20) Nonprofit Alliances, Partnerships and Mergers**

• Preventing Homelessness and Creating Lasting Solutions through Housing Development, Service Provision and Advocacy: Staying for Cause for the Right Cause.

**Week 14 (Apr 27) Public Nonprofit Partnership in Services for the Homeless**

• The Role of Nonprofit Organizations in Homeless Policy Networks
• Effective Leadership in Network Collaboration
• A Study of Cross-sector Health Care Services for the Homeless
• Research project workshop

**Week 15 (May 4) Final exam**

**Week 16 (May 11) Final paper turn in: Digital submission to CANVAS**

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

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**UNT Academic Calendar 2022 Spring**

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<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>January 17, 2022</td>
<td>MLK Day (university closed)</td>
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<tr>
<td>January 18, 2022</td>
<td>First class day</td>
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<tr>
<td>January 21, 2022</td>
<td>Last day for change of schedule other than a drop. (Last day to add a class.)</td>
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<tr>
<td>February 25, 2022</td>
<td>Last day for change in pass/no pass status.</td>
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<tr>
<td>March 14-18, 2022</td>
<td>Spring break (no classes)</td>
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<tr>
<td>April 8, 2022</td>
<td>Last day to drop a course.</td>
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<tr>
<td>April 8, 2022</td>
<td>Last day to withdraw from the semester. Process must be completed by 5 p.m. in the Dean of Students Office. Grades of W are assigned.</td>
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<tr>
<td>April 9, 2022</td>
<td>Beginning this date a student who qualifies may request a grade of I, incomplete. (See “Grading system” in the Academics section of this catalog.)</td>
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<tr>
<td>May 4-5, 2022</td>
<td>Pre-finals days</td>
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<tr>
<td>May 5, 2022</td>
<td>Last regular class meeting</td>
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<tr>
<td>May 6, 2022</td>
<td>Reading day (no classes)</td>
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<tr>
<td>May 7-13, 2022</td>
<td>Final examinations</td>
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<tr>
<td>May 13, 2022</td>
<td>Last day of term</td>
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<tr>
<td>May 13-15, 2022</td>
<td>Commencement ceremonies</td>
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