PADM 5040
NONPROFIT THEORY & MANAGEMENT
Fall 2014
Professor: Hee Soun Jang. Ph.D.
Phone: 940-369-7844 / Office: Chilton Hall 204 L / Email: HeeSoun.Jang@unt.edu
Office hours: M 12:00-2:00 and W 1:00-3:00 or by appointment
Class hours: M 2:00-4:50 @ WH 117

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 operates. It includes an examination of what makes such organizations distinctive, and of then special knowledge and skills required for effective nonprofit management. It also examines some of 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

Online Articles
Many of the articles can be downloaded from class blackboard (https://ecampus.unt.edu). The syllabus indicates which articles are available on class blackboard.
D. Grading
The grading for the semester is based on the following criteria:

- Exams 30%*2 60%
- Nonprofit Field Project 20%
- Reaction paper 10%
- Class participation 10%

E. Exams (30*2=60%)
The examination will be based on lectures, reading assignments, class activities, discussions and films shown in class. 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. Nonprofit Field Project (20%)
Each of the students will identify an established 501c3 nonprofit organization in DFW metro and review and research its mission, vision, organization, management and any challenges facing that nonprofit organization. And the student will be asked to give a 10 minutes of class presentation at the class meeting. Students must demonstrate significant understanding of the organization. For this field project, gather information, and contact individuals you believe will help clarify your questions. Site visit is required for achieving a deeper understanding of organization. If that is possible take some pictures and share them with the class in your presentation.

In a four to five page narrative, the minimum contents expected are;
- Identify history, mission and vision of the organization
- Provide general organization information regarding its workforce, revenue, board, service coverage etc.
- Identify any challenge facing nonprofit organization (this topic can relate to fundraising, grant writing, risk management, HR management, compensation, competition, ethics, strategic planning, needs assessment, social media use, volunteer management, or any other subject matter covered in this course)
- Suggested solution to the challenge

G. Reaction Paper (10%)
Each student will choose a specific research topic or issue relevant to the class subjects, tracing the ways in which nonprofit organizations address this concern in theory and practice. This analysis should cover the problems, theories, and current practices of nonprofit leadership and management.
Students are advised to begin work on their project as early in the semester as possible. Students are invited to seek guidance as often as necessary prior to submitting the completed project. All articles and books used in report should be fully referenced on a separate bibliography 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. All papers must be turned in
to me in hard copy form on Dec 8. I also ask you to turn in your electronic copy of paper via BLACKBOARD/ASSIGNMENT on Dec 8. Late papers will not be accepted.

Paper format
- APA 5/6 edition, 12 point font Times Roman
- 100-150 abstract
- Minimum 7-Maximum 10 pages
- 1 inch margin
- Double spaced

H. 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!!!
- 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

I. Blackboard
Blackboard will be used to supplement work in this course (ecampus.unt.edu). Checking blackboard 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.

J. 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.

K. 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.

L. 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.

M. 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

N. Course Topics and Assignments

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<tr>
<th>Week 1  (Aug 25)</th>
<th>Topics</th>
<th>Assignments</th>
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<td>Introduction: Scope, Scale, and Role of the Nonprofit Sector</td>
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<th>Week 2  (Sept 1)</th>
<th>Topics</th>
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<td>Labor day- No class</td>
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<th>Week 3  (Sept 8)</th>
<th>Topics</th>
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<td>Context of Nonprofits</td>
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<th>Week 4  (Sept 15)</th>
<th>Topics</th>
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<td>Philanthropic Sector in the U.S.</td>
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<th>Week 5  (Sept 22)</th>
<th>Topics</th>
<th>Assignments</th>
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<tr>
<td>Site visit: <strong>Christian Community Action at Lewisville</strong></td>
<td>Class will meet at 200 S. Mill Street Lewisville, TX 75057</td>
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<th>Week 6  (Sept 29)</th>
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<td>Nonprofit Governance and Leadership</td>
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<th>Week 7  (Oct 6)</th>
<th>Topics</th>
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<td>The Legal and Ethical Aspects</td>
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<th>Week 8  (Oct 13)</th>
<th>Topics</th>
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<td>Midterm (Sage 334)</td>
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<th>Week 9  (Oct 20)</th>
<th>Topics</th>
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<td>Building Nonprofit Capacity</td>
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<th>Week 10 (Oct 27)</th>
<th>Topics</th>
<th>Assignments</th>
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<tr>
<td>Nonprofit and Government</td>
<td>Nonprofit Field Project Presentations</td>
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<tr>
<th>Week 11 (Nov 3)</th>
<th>Topics</th>
<th>Assignments</th>
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<tr>
<td>Site visit: <strong>Serve Denton</strong></td>
<td>Class will meet at 1980 East University Drive Denton</td>
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<th>Week 12 (Nov 10)</th>
<th>Topics</th>
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<td>Managing Volunteers</td>
<td>Nonprofit Field Project Presentations</td>
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<th>Week 13 (Nov 17)</th>
<th>Topics</th>
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<td>Accountability</td>
<td>Nonprofit Field Project Presentations</td>
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<th>Week 14 (Nov 24)</th>
<th>Topics</th>
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<td>Social Entrepreneurship and Global Perspectives</td>
<td>Nonprofit Field Project Presentations</td>
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<th>Week 15 (Dec 1)</th>
<th>Topics</th>
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<td>Final Exam</td>
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<th>Week 16 (Dec 8)</th>
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<tr>
<td>Turn in Reaction Paper</td>
<td>Hard copy and digital copy by 2 pm</td>
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P. Course Schedule and Assignments

Week 1 (Aug 25) 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?

Week 2 (Sept 1) Labor Day-No class

Week 3 (Sept 8) Context of Nonprofits
- Anheier. Chapters 1, 2, 3, 4, 5.
- Case discussion: 1) “What is Charity?”
  2) Fulfillment Elusive for Young Altruists In the Crowded Field of Public Interest.

Week 4 (Sept 15) Philanthropic Sector in the U.S.

Week 5 (Sept 22) Site Visit: Christian Community Action at Lewisville
(http://ccahelps.org/)

Week 6 (Sept 29) Nonprofit Governance and Leadership
- Ott and Dicke. Chapters. 1, 2, 3, 6, 7.
- Anheier, Chapters 15 (First edition 10).
- Case discussion: 1) The Charitable-Industrial Complex
  2) Doing a Better Job of Doing Good
  http://www.nytimes.com/2013/07/30/opinion/on-charity-doing-a-better-job-of-doing-good.html
Week 7 (Oct 6)  The Legal and Ethical Aspects
- Ott and Dicke. Chapters. 4, 5.
- Anheier, Chapters 15 (First edition 10).
- Case discussion: Affiliates feeling pinch of United Way scandal

Week 8 (Oct 13) Midterm (Sage hall 334)

Week 9 (Oct 20) Building Nonprofit Capacity
- Ott and Dicke. Chapters. 8, 9.
- Anheier, Chapters 11, 12, 13, (First edition-8, 9, 11, 12)
- United Ways of Denton County. 2011 Community Assets and Needs Assessment
- 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 10 (Oct 27) Nonprofit and Government
- Ott and Dicke. Chapters. 18, 19, 20.
- Anheier, Chapter. 16 (First edition 13).
- Case discussion: Jefferson county budget shrinks by 9 million nonprofit feels belt tighten.

Week 11 (Nov 3) Site Visit: Serve Denton (http://servedenton.org/)

Week 12 (Nov 10) Managing Volunteers
- Ott and Dicke. Chapters. 23, 24, 25.
- Case discussion: 1) Too Many Innocents Abroad.
**Week 13 (Nov 17) Accountability**
- Ott and Dicke. Chapters. 26, 27, 28.

**Week 13 (Nov 24) Social Entrepreneurship and Global Perspectives**
- Ott and Dicke. Chapters. 14, 15, 16, 17.
- Anheier, Chapter. 17 (First edition 15).

**Week 14 (Dec 1) Final Exam (Sage hall 334)**

**Week 15 (Dec 8) Turn in Reaction Paper by 2 pm (hard copy and digital copy)**

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