A. Course Description
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.

B. Text Books and On-line Articles
Required texts
Collaborative Public Manager. 2009. O’Leary and Bingham George Town University Press.

Online Articles
Many of the articles can be downloaded from class blackboard. It is your responsibility to bring every readings to the class.

C. Grading
The grading for the semester is based on the following criteria:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exams 30%*2</td>
<td>60%</td>
</tr>
<tr>
<td>Service Learning Project: Nonprofit Partnership Analysis</td>
<td>30%</td>
</tr>
<tr>
<td>Class participation</td>
<td>10%</td>
</tr>
</tbody>
</table>

D. Exams
The examination will be based on lectures, reading assignments, class activities, and discussions in class. Exam will be in class and closed book, requiring essays and short answers—predominantly essays. Final exam will be cumulative in nature. The exam provides students the opportunity to express their knowledge of the material, covered readings and lectures supplemented by their own real-world experiences. 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. SPECIAL NOTE: Exam will be held at CHILTON 255 Back lab
Service Learning Project: Strengthening Nonprofit Collaborative Capacity

This project will prepare a structured guide for managing collaboration and preparing tools to evaluate collaboration success for nonprofit organizations. Student will choose a nonprofit organization that you want to work with over the course of this class (Do not choose following nonprofits: United Way Denton County, Communities in School, Interfaith and Serve Denton; they will be reviewed in the class discussion as examples). Student will develop management tools to be used by nonprofit organizations as a part of this service learning project. Students will conduct interviews with the nonprofit manager who is in charge in collaborations with other organizations.

1st assignment: Email me name and web address of the organization (Preferably, this is an organization for whom you would like to work or volunteer) (Due: March 10)

2nd assignment: General Organization Assessment (Due: March 31)
In a two page narrative,
- Identify mission and vision of the organization
- Provide general organization information regarding its workforce, revenue, board, service coverage etc.
- Identify whether the organization currently have any types of partnerships with other organizations. Describe the nature of partnership in terms of membership, formality, resource sharing etc.

3rd assignment (in-class activity): Stakeholder analysis: Analyze current and potential stakeholders of your chosen organization and work on assessment of the partnerships that help achieve strategic objectives. (Due: April 7)

Class Powerpoint presentation: Prepare a 10 minute professional presentation to board members of your organization. The presentation will evaluated based on:
- Are the analyses and recommendations sound?
- Are they persuasively presented?
- Are they presented confidently, clearly, concisely, and energetically?

Final Paper (Due: May 12)
In a five to seven page assessment,
- Conduct an interview and analyze the data
- Define and outline the partnership- benefits to 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 question “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?
Assignments and points attached to them are as follows:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st assignment</td>
<td>20</td>
<td>March 10</td>
</tr>
<tr>
<td>2nd assignment</td>
<td>50</td>
<td>March 31</td>
</tr>
<tr>
<td>3rd assignment</td>
<td>30</td>
<td>April 7</td>
</tr>
<tr>
<td>Presentation</td>
<td>50</td>
<td>May 5</td>
</tr>
<tr>
<td>Final paper</td>
<td>150</td>
<td>May 12</td>
</tr>
<tr>
<td><strong>Total points</strong></td>
<td><strong>300</strong></td>
<td></td>
</tr>
</tbody>
</table>

**E. 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
- 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

**F. Blackboard**

Blackboard will be used to supplement work in this course (learn.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.

**G. 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 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.

H. 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.

I. 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.

J. 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

K. Course Schedule and Assignments

Week 1 (Jan 21) Course Introduction and Syllabus Review
- 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 American Society?

Week 2 (Jan 28) Nonprofits and Civil Society: Mapping Collective Action
- Frumkin. The Idea of a Nonprofit and Voluntary Sector (Blackboard)

Week 3 (February 4) Government and Nonprofits: Blurred Boundaries

Week 4 (February 11) Defining Government and Nonprofit Relationship
- Dennis Young. “Complementary, Supplementary, Or Adversarial? Nonprofit and Government Relations.”

Week 5 (February 18) Managing Under Government Contracts, Through Networks, and in Collaborations

Week 6 (February 25) Dark Side of Government Funding
- Guo. 2007. “When Government Becomes the Principal Philanthropist; The Effect of Public Funding on Patterns of Nonprofit Governance.” Public Administration Review.
• Guest speaker: Barbara Ross. City of Denton Fair Housing Administrator

**Week 7 (March 3) Public Managers in Collaboration**

**Week 8 (Mar 10) Public Managers in Collaboration**

**Week 9 (Mar 17) SPRING BREAK**

**Week 10 (March 24) Midterm : Exam will be held at CHILTON 255 Back lab**

**Week 11 (March 31) Accountability Challenges in Government and Nonprofit Partnerships**
• Guest speaker: Leslie Wisenbaker, Program Director, Solution of North Texas

**Week 12 (April 7) Collaborations between Nonprofits and Businesses**

**Week 13 (April 14) Faith-Based Organizations, Government Funding and Policy Implications**

Week 14 (April 21) NGOs and Government
• Boris and Steuerle. 2006. Chapter. 11 In Nonprofits & Government.

Week 15 (April 28) Final exam : Exam will be held at CHILTON 255 Back lab

Week 16 (May 5) Service Learning Project
• Partnerships: Frameworks for Working Together: Capacity Builder’s Nonprofit Resources.

Week 17 (May 12) Service Learning Project
• Partnerships: Frameworks for Working Together: Capacity Builder’s Nonprofit Resources.

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