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. Readings
- Online Articles
- Instructional cases

C. Grading
The grading for the semester is based on the following categories:
- Exams 30%*2 60%
- Nonprofit Partnership Analysis 30%
- Class participation 10%

D. Exams
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.
**E. Research Project: Nonprofit Partnership Analysis**

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: February 5)*

**2nd assignment:** General Organization Assessment *(Due: March 18)*

In a short essay that is about *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 22 and 29):** Prepare a 10 minute professional presentation to board members of your organization. The presentation will evaluated based upon:

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

**Final Paper (Due: May 6)**

The final paper must be approximately seven page length ranging between a *1700-2000 word count*, including the following:

- Conducted interview and analysis of the collected data
- 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?

Assignments and points attached to them are as follows:

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<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Due</th>
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</thead>
<tbody>
<tr>
<td>1st assignment</td>
<td>20</td>
<td>February 4</td>
</tr>
<tr>
<td>2nd assignment</td>
<td>50</td>
<td>March 18</td>
</tr>
<tr>
<td>Presentation</td>
<td>50</td>
<td>April 22 and 29</td>
</tr>
<tr>
<td>Final paper</td>
<td>180</td>
<td>May 6</td>
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</tbody>
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**Total points 300**
*All written assignments must be turned in digital format. No hardcopy will be accepted. Written assignments must be submitted on or before the due date.

Written assignment format
- 12 point font Times Roman
- 1 inch margin Double spaced
- MS word format submitted to the CANVAS

F. Participation
Students will be expected to be full participants in shaping the character of the seminar; that requires all students to 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.
- Participate in small group and class discussions involving the readings and other in-class activities.

G. 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.

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 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.

**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 12th class day of regular semesters.

**K. 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)

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**L. Course Schedule and Assignments**

**Week 1 (Jan 15) 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 22) Nonprofit Organizations in a Democracy: Varied Roles and Responsibilities**
- Boris and Steuerle. Introduction, Chapters 1 and 2
- Case discussion: Quality pre-K works but needs sustained funding and commitment.

**Week 3 (Jan 29) 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.

**Week 4 (Feb 4) 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

**Week 5 (Feb 12) 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

**Week 6 (Feb 19) Defining Collaborative Governance**

• Case discussion: Let’s Rethink Our Homeless Shelters

**Week 7 (Feb 26) Exam 1 (Will be at Chilton 255 Backlab)**

**Week 8 (Mar 4) Various Collaborative Arrangements of Public Enterprises 1**

• Forrer et. al. Chapters 1 - 4.
• Guest speaker: Gary Henderson, President & CEO, United Way of Denton County

**Week 9 (Mar 11) Spring Break**

**Week 10 (Mar 18) Various Collaborative Arrangements of Public Enterprises 2**

• Forrer et. al. Chapters 1 - 4.

**Week 11 (Mar 25) Managing Collaborative Networks**


**Week 12 (Apr 1) Leading Across the Boundaries**

• Linden, R. 2010. Leading Across Boundaries. Chapters 1 - 5.
• The Eight Neighbors: A Case Study in Collaboration and Formalization

Week 13 (Apr 8) 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 (April 15) Exam 2 (Will be at Chilton 255 Backlab)

Week 15 (April 22) Intersector Collaboration Case analyses and Research Workshop 1
• Seattle Day Nursery: Filling the Needs of Children at Risk, A, B,C
• Research project workshop

Week 16 (April 29) Intersector Collaboration Case analyses and Research Workshop 2
• Integrating Housing and Social Services: Local Initiatives vs Federal Mandate, A, B, C
• Research project workshop

Week 17 (May 6) 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.