University of North Texas – Department of Public Administration

Fall 2020

PADM 5040-001/6710-003: Nonprofit Theory and Management

When: The course assignments will be posted on Mondays with student assignments typically due by noon on Saturday each week

Example: Materials posted Monday, August 24. Student weekly discussion assignment due Saturday, August 29 by noon.

Where: Online

Instructor: Lisa A. Dicke, Ph.D.   (Pronounced as Dickey)

Contact Information

Office location: Chilton 204G (online fall 2020)

Office hours: Mondays, 11:30 a.m. - 1:00 p.m. or by appointment

Phone number: (940) 891-6793

- The preferred communication method is through our course on Canvas. However, you may use the following e-mail address as a viable alternative: lisa.dicke@unt.edu

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 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.

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.

Reading Materials: Three books are required for the course

- **Steven Ott and Lisa Dicke edited. (**2016). *Understanding Nonprofit Organizations: Governance, Leadership, and Management*. (3rd ed.). Westview Press. (ISBN: 978-0-8133-4468-3)
- **Alex Edmans.** (2020). *Grow the Pie: How Great Companies Deliver Both Purpose and Profit*. Cambridge. (ISBN: 978-1-108-49485-4)
- **Anand Giridharadas**. (2019). Winners Take All: The Elite Charade of Changing the World. Vintage. (ISBN: 978-1-101-97267-0.

Online Articles, Cases and Other Readings as assigned:

These will be provided on the CANVAS modules or can be obtained by students from the UNT library's e-journals. Most readings in this course will come from the books assigned.

Zoom calls and features require a video and microphone for participation. Please be sure that you can view Zoom lectures and participate fully in the Zoom meetings online.

GRADES/COURSE REQUIREMENTS

The grading for the semester is based on the following criteria and is on a 500-point scale.

Exams 20% each Midterm and Final exam (each exam is worth 100 points)	40%
Student book club: Written book reviews (2) (each book review is worth 50 points each).	20%
Class participation (weekly discussions on Canvas)	40%

Maximum Number of Points Possible   **500 points**

<u>**Grades**</u>
Points Scale/Grades
450 – 500 = A
400 – 449 = B
350 – 399 = C
300 – 349 = D
179 and below = F

<u>Exams (20*2=40%)</u>

The midterm and final exams will be based on lectures, reading assignments, class activities, discussions and writing assignments. Exams will contain a mix of multiple choice, essays, and short answers. Students are expected to take the exams during the scheduled time. Exams cannot be taken at a different time without the prior approval of the instructor. The midterm will cover readings and materials up to that point in time, the final exam will cover materials presented after the midterm (the final is not comprehensive).

<u>Class Participation (40%)</u>

Students will be expected to be full participants in shaping the character of the class and that requires all students to be prepared to discuss the readings for each session. Some of the assigned readings are in the form of cases for variety and critical thinking. To prepare for case discussions, you should carefully read and thoroughly analyze the case. The instructor will post lectures, PowerPoints, etc. to help with the learning processes but these cannot replace careful preparation by students. Weekly discussion postings will allow students to provide insight and to engage with others.

<u>Student reading club:</u> (20%) or <u>Grant Project</u> (20%)

Reading club:

Students will be assigned to groups by the instructor on Sept. 7 with each group constituting a mini reading club. Each group will create a written book review for the two books assigned for the course (*Winners Take All* and *Grow the Pie*).

Each group will produce two book reviews that are approximately 5-6 pages of 12-point, double spaced type each (APA style is used for the assignment). Peer evaluation will be used for groups to help inform the grading for each student. All students are expected to be involved in the work of creating the books reviews through communications and the distribution of the work processes. Students are recommended to create an outline of work to be completed that reflect balanced assignments across the group. Your instructor would like to have a copy of your work plan no later than Saturday, September 26, at noon. Please visit with the instructor if you have any questions about this.

Chapters from the books are also included on the regular weekly reading assignments on the syllabus. Many academic journals and professional outlets publish book reviews and students are encouraged to strive for excellence and to submit their reviews to a suitable publication. The book reviews will help students to be able to make sense of theories and arguments that are applicable to understanding nonprofits and various management tools used by professionals in the sector and in cross-sector collaborations. There will be two book reviews uploaded to CANVAS for this assignment. These are due December 6 by 11:59 p.m.

All written assignments must be turned in via **CANVAS**/ASSIGNMENT. No hard copies will be accepted. Written assignments must be submitted on or before the due date *in* **MS Word format** (NO pdf.)

Written assignment formats

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

Grant Proposal:

Students (as part of a small group) will identify a nonprofit organization in Denton or the surrounding area and write a grant proposal potentially suitable for fulfilling a need of the organization. When possible, this involves coordinating the following activities:

*Researching out to identify possible organizations and contacting an agency
*Learning about past successful and unsuccessful grant proposals
*Researching possible funding sources, individual websites for known foundations or government funding from www.grants.gov.
*Identifying 3 potential funders suitable for the purposes and amounts requested
*Writing one grant application following the guidelines provided with the application

In addition, students should learn as much about the organization they are assisting and obtain the following information and documentation and include them in an appendix with the grant application:
*Annotated bibliography of at least three literature sources that deal with the selected service area (historical, political, programmatic, theoretical, etc.).
*Copy of the Article of Incorporation and By-laws
*List of the members of the board and officers
*Copy of IRS forms 1023 or 990

The name of the nonprofit organization and contact information for the individual you intend to work with at the agency (name, position, phone number and email address), should be submitted to your instructor for approval by September 21. The final product should be about 12-15 pages long, typed, double space, and proofread. Identify the literature in proper reference form using the APA style guide. A typed outline on your plan of action is due on September 21 (via email) and a draft of your proposal on October 19. Presentations of the grant proposals will be posted November 30.

All students in a grant project group are expected to participate in all aspects of the proposal assignment and to contribute equally to its completion. Students will complete peer evaluations to the instructor to provide input useful for the project grading.

**PLEASE CONTACT ME IF YOU HAVE ANY QUESTIONS
ABOUT THE ASSIGNMENTS or GRADING USED IN THIS COURSE!!**

Preparation for success:

- Read all the assigned readings and be prepared to engage and discuss your thoughts with your classmates and in the discussion area of Canvas
- Consistently take an active part in the learning processes
- Participate in small group and class discussions of readings and class activities
- Read the syllabus carefully to familiarize yourself with expectations and ask questions when needed
- Look at your books and the length of chapters. Your instructor has tried to balance the work as much as possible but there are variations

PhD students taking the course will be assigned to teach a portion of one class session in consultation with the instructor.

These students will be asked to prepare a PowerPoint presentation and discussion questions to be reviewed on the Monday, prior to the presentation for the assigned week. The quality of presentation and engagement with all students will be incorporated into the participation grade. Students and the instructor will work to create a mutually beneficial learning experience taking into consideration the students' interests and schedule in creating dates and expectations.

CANVAS

CANVAS will be used along with Zoom and other materials posted in the Canvas modules. Checking CANVAS frequently is advised to stay abreast of all announcements, and changes. On occasion, the instructor will send emails to the entire class via UNT student assigned email accounts.

Academic Dishonesty: POLICY ON CHEATING AND PLAGIARISM--Don't!

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.

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.

Policy on laptops and cell phones in the classroom (Face to face courses)

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 day.

Student Behavior:

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 class 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 (Links to an external site.)

Course Schedule and Assignments

Week 1 (Aug 24) Course Introduction: Scope

- Discussion: What are some of reasons why the nonprofit sector has become more relevant in recent years?
- What reasons explain the array and diversity of nonprofit organizations
- Peter Frumkin. The Idea of a Nonprofit and Voluntary Sector. (CANVAS)

Weekly discussions: Post in the discussion area identified in the module by Saturday at noon

Week 2 (Aug 30) Diverse Types and Roles of Nonprofit Organizations

- Ott and Dicke. Chapter 12. Foundations

Weekly discussions: Post in the discussion area identified in the module by Saturday at noon.

Week 3 (Sept 7) Government and Nonprofit Relationship: Economic Theories and Nonprofit Governance and Leadership

- Ott and Dicke. Chapter 1. Board of Directors
- Ott and Dicke. Chapter 2. Applying SOX principles to Nonprofit Organization
- Lester Salamon, Market failure. (CANVAS)
- Dennis Young, Contract failure theory (CANVAS)
- Dennis Young, Government failure theory (CANVAS)

Weekly discussions: Post in the discussion area identified in the module by Saturday at noon.

Week 4 (Sept 14) Grantwriting (from Carlson book—information on Canvas)

Weekly discussions: Post in the discussion area identified in the module by Saturday at noon.

Week 5 (Sept 21) 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.
- Case discussion: Affiliates feeling pinch of United Way scandal

Weekly discussions: Post in the discussion area identified in the module by Saturday at noon.

Week 6 (Sept 28) Nonprofit Philanthropy

Giridharadas: Chapter 1-3 *Winners Take All*

Weekly discussions: Post in the discussion area identified in the module by Saturday at noon.

Week 7 (Oct 5) Nonprofit Philanthropy

Giridharadas: Chapter 4-5 *Winners Take All*

Weekly discussions: Post in the discussion area identified in the module by Saturday at noon.

Week 8 (Oct 12) Nonprofit Philanthropy

Giridharadas: Chapter 6-7-Epilogue Winners *Take All*

Weekly discussions: Post in the discussion area identified in the module by Saturday at noon.

Week 9 (Oct 19) 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.

Ott and Dicke: Short case study: Weekly discussion will be for posting responses to case questions by Saturday at noon.

Week 10 (Oct 26) Midterm

Week 11 (Nov 2) Building Nonprofit Capacity and *Grow the Pie*

Edmans, *Grow the Pie*, Chs. 1-2-3

- Ott and Dicke. Chapter. 9. Measuring the Networked Nonprofit: Using Data to Change the World.

Weekly discussions: Post in the discussion area identified in the module by Saturday at noon.

Week 12 (Nov 9) 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

https://www.disabilityscoop.com/2020/06/26/disability-service-providers-brink-collapse/28538/

 Weekly discussions: Post in the discussion area identified in the module by Saturday at noon.

Week 13 (Nov 16) Social Marketing and Grow the Pie

Edmans, *Grow the Pie*, Chs. 8 and 10

- Saxton and Wang. 2013. The social network effect: The determinants of giving through social media. Nonprofit and Voluntary Sector Quarterly. (CANVAS)

Weekly discussions: Post in the discussion area identified in the module by Saturday at noon.

Week 14 (Nov 23) 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.
- https://www.pbs.org/newshour/show/business-fund-puts-african-farmers-on-road-to-market

 Weekly discussions: Post in the discussion area identified in the module by Saturday at noon.

Week 15 (Nov 30) Presentations and review for the final exam

Book reviews overview presentations are due this week.
Grant presentations are due this week.

Groups will post by MONDAY 11:59 p.m.

Week 16 (Dec 7) Final Exam

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

COURSE FORMAT: ONLINE COURSE

This is an online course three-semester credit hour course. For this course, this, means students work independently online and will participate in assignments that will engage with the professor and your peers. The class is delivered online through Canvas. Because this course is offered online, you need access to a good computer, high-speed internet connection, and a quiet place to work. Assignments are due by noon on Saturdays, unless otherwise specified.

TECHNICAL REQUIREMENTS AND SUPPORT

Students must have the necessary equipment and software to successfully access the online portion of the course. Information on the technical requirements for using Canvas Learn is as follows:

UIT Help Desk: http://www.unt.edu/helpdesk/index.htm (Links to an external site.) (Links to an external site.)

At UNT, the UIT Student Helpdesk provides student technical support in the use of Canvas and supported resources. The student help desk may be reached at (940) 565-2324 or via email at helpdesk@unt.edu.

Students who are unsure about their personal computer equipment or who do not have reliable access to a high-speed Internet connection may use one of the UNT computer labs located in various buildings across the campus.

Zoom calls and features require a video and microphone for participation. Please be sure that you can view Zoom lectures and participate fully in the Zoom meetings online.

- Canvas Technical Requirements (Links to an external site.) (https://clear.unt.edu/supported-technologies/canvas/requirements)

Student Support Services

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

- Student Health and Wellness Center (Links to an external site.) (https://studentaffairs.unt.edu/student-health-and-wellness-center)

- Counseling and Testing Services (Links to an external site.) (https://studentaffairs.unt.edu/counseling-and-testing-services)
- UNT Care Team (Links to an external site.) (https://studentaffairs.unt.edu/care)
- UNT Psychiatric Services (Links to an external site.) (https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry)
- Individual Counseling (Links to an external site.) (https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling)

Other student support services offered by UNT include

- Registrar (https://registrar.unt.edu/registration)
- Financial Aid (Links to an external site.) (https://financialaid.unt.edu/)
- Student Legal Services (Links to an external site.) (https://studentaffairs.unt.edu/student-legal-services)
- Career Center (Links to an external site.) (https://studentaffairs.unt.edu/career-center)
- Multicultural Center (Links to an external site.) (https://edo.unt.edu/multicultural-center)
- Counseling and Testing Services (Links to an external site.) (https://studentaffairs.unt.edu/counseling-and-testing-services)
- Pride Alliance (Links to an external site.) (https://edo.unt.edu/pridealliance)
- UNT Food Pantry (Links to an external site.) (https://deanofstudents.unt.edu/resources/food-pantry)

Academic Support Services

- Academic Resource Center (Links to an external site.) (https://clear.unt.edu/canvas/student-resources)
- Academic Success Center (Links to an external site.) (https://success.unt.edu/asc)
- UNT Libraries (Links to an external site.) (https://library.unt.edu/)
- Writing Lab (Links to an external site.) (http://writingcenter.unt.edu/)
- MathLab (Links to an external site.) (https://math.unt.edu/mathlab)

UNT Policies

Academic Integrity Policy

Academic Integrity Standards and Consequences. According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including,

but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University. [Insert specific sanction or academic penalty for specific academic integrity violation.]

ADA Policy

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time; however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the ODA website (Links to an external site.) (https://disability.unt.edu/).

Emergency Notification & Procedures

UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Blackboard for contingency plans for covering course materials.

Transmission and Recording of Student Images in Electronically Delivered Courses

1. No permission is needed from a student for his or her image or voice to be transmitted live via videoconference or streaming media, but all students should be informed when courses are to be conducted using either method of delivery.
2. In the event an instructor records student presentation, he or she must obtain permission from the student using a signed release to use the recording for future classes in accordance with the Use of Student-Created Work guidelines above.
3. Instructors who video-record their class lectures with the intention of re-using some or all of recordings for future class offerings must notify students on the course syllabus if students' images may appear on video. Instructors are also advised to provide accommodation for students who do not wish to appear in class recordings.

PLEASE NOTE students in PADM 5040 and 6710-003 fall 2020:

This course will from time to time be open to employing *optional* interactive lecture attendance and use capture technology to record class sessions. In other words, if we Zoom, I will record it and post it in a relevant module. Students may occasionally appear on video in these instances. Any lecture recordings will be posted for study purposes and for those purposes only.