

PADP 4640: INTRODUCTION TO THE NONPROFIT SECTOR
University of Georgia
Fall 2016

General Information

Instructor: Sarah Beth Gehl, PhD

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Office Hours: Tuesdays 9am to 11:30am, or by appointment (Franklin House, Room 113D)

Class Meetings: Tuesdays & Thursdays, 12:30pm to 1:45pm

Class Location: MLC 350

Course Description

This is an introductory course designed to give students a broad overview of nonprofit organizations—why they exist, how they operate, and what challenges they face. The course consists of three parts. First, students will explore what it means to be nonprofit. The section covers the history, purpose, and scope of the nonprofit sector, along with theoretical explanations for its existence. The second section focuses on internal operations of nonprofit organizations by examining issues such as missions, personnel, boards, and funding. Finally, the third section places nonprofit organizations in the political context by exploring civic engagement, advocacy, and coalition-building. Throughout the course, students will engage in project-based learning by crafting a nonprofit design proposal attuned to the management techniques and challenges found in the readings and discussion. Additionally, students will hear from nonprofit leaders and organizers throughout the semester to gain practical knowledge of experiences within the sector.

Learning Objectives

By the end of the course students will be able to:

- Discuss the history, theories, and scope of the nonprofit sector.
- Craft a practical proposal for the creation of a nonprofit organization.
- Critically analyze management issues and challenges of nonprofit organizations.
- Discuss the role of nonprofit organizations in the policy process.

Course Requirements

- Each student must complete the assigned readings as scheduled.
- Each student must actively participate in class discussions and activities.
- Each student must complete all assignments and submit them on time.
- Each student must be respectful of other students' ideas and experiences.

Required Reading

1. Pakroo, Peri H. (2015) *Starting & Building a Nonprofit: A Practical Guide*. 6th edition. Berkley: Nolo.
(There is a 5th edition available that is very similar and cheaper. If you purchase the 5th edition, you will be responsible for determining how the chapters match.)
2. Sign up for the *Nonprofit Quarterly* Newswire (daily compilation of nonprofit news): <https://nonprofitquarterly.org/newsletters/>

Assignments

Class Participation

Class attendance and active participation are vital to success in this course. Each week will involve a group activity or case study to be undertaken in class. Class participation will be graded by attendance and by quality participation in class activities.

Subsector Presentation

You will be assigned to a group to present on one nonprofit subsector. The PowerPoint or Prezi presentation should be approximately 15 minutes in length, accompanied by a one page fact sheet for your classmates. You will be graded as a group on content and delivery. For content, you should cover the origins of the subsector, size and features, and current trends and challenges. You should include sources of your information at the bottom of each slide and throughout the handout. For delivery, did you get and keep our attention?

Group Nonprofit Design Project

More than half of your grade in this course will come from brainstorming, designing, writing, submitting, and presenting a nonprofit design proposal. You will craft memos individually on each portion of the project, and then decide as a group how to incorporate ideas into a group proposal and presentation. The project has three parts:

Individual Memos

You will submit 10 memos based on the questions provided in the syllabus. These memos should reflect the reading for the day, as well as your own ideas on how the readings apply to your proposed nonprofit. Memos should be no longer than one page, and in some cases will be only one-half page. Submit your memo to the course website by noon on the assigned day. Late memos will not be accepted. These memos are written and submitted individually and will be the basis for discussion that day in class. You should bring a copy of your memo to class to aid in your group discussion.

Group Final Paper

In class, your group will discuss your ideas and memos and come to decisions for your proposed organization. As a group, you will compile these design decisions into a group final paper. Your grade will be based on the content of the final paper, as well as peer reviews of your contribution to the paper. For sample proposals, see the Fels Institute case competition:

<http://www.fels.upenn.edu/career-advancement/public-policy-challenge/national-challenge>.

Group Final Presentation

Each group will pitch their nonprofit to the class. You will have approximately 15 minutes to convince us that your idea is worthwhile and credible. Check out the Fels Institute case competition videos:

<http://www.fels.upenn.edu/career-advancement/public-policy-challenge/national-challenge/watch-2016-national-finals>

Grade Weights		Grading Scale	
Class participation:	10%	A	94-100
Subsector presentations:	10%	A-	90-93
Nonprofit Design Project:		B+	87-89
• Memos (10)	50%	B	84-86
• Final paper	20%	B-	80-83
○ 10% on paper		C+	77-79
○ 10% on peer reviews		C	74-76
• Final presentation:	10%	C-	70-73
TOTAL - 100%		D	60-69
All assignments must be submitted electronically to eLearning Commons before class.		F	<60

Classroom Disruption Policy

Students are not allowed to use cell phones, laptops, or any other devices that may reduce attention in the classroom, unless otherwise approved by the instructor.

Students with Disabilities

If you have a condition that makes it difficult to complete the work described in this syllabus, please notify the Disability Resource Center and the instructor within the first two weeks of class in order to develop alternative arrangements. All information and documentation of the disability will be confidential. All documentation must be received and relayed to the instructor within the first four weeks of class.

Plagiarism and Academic Honesty

Students are expected to follow UGA's *Academic Honesty Policy* with respect to all class assignments and interactions. Plagiarism is the use of another person's ideas and/or words without acknowledgement. Plagiarism, unauthorized assistance, and other forms of academic dishonesty will result in a grade of "F" on the assignment and may result in an "F" in the course as well. See Purdue Owl's website for good study and writing habits to help avoid plagiarism: <https://owl.english.purdue.edu/owl/resource/589/03/>.

Course Schedule and Assignments:

Aug. 11 **Course Overview**

Part 1: Introduction to the Sector

Aug 16 **History, Definition and Scope**

Required Reading: Pakroo, introduction (p. 2-8)

Required reading: [The Nonprofit Sector in Brief](#)

Required reading: [A Historical Overview](#)

Aug 18 **Theoretical Overview and Current Trends**

Required reading: Seelos, Christian, and Johanna Mair. 2005. Social entrepreneurship: Creating new business models to serve the poor. *Business horizons* 48 (3):241-246.

Worth, Michael J. (2012) "Theories of the Nonprofit Sector and Nonprofit Organizations," Chapter 3 in *Nonprofit Management: Principles and Practice*, 2nd edition, Los Angeles: Sage Publications

Watch: [Social entrepreneurs](#)

Watch: [The future of philanthropy](#)

Aug 23 **Guest speaker** – State Representative Spencer Frye, Executive Director of Athens Habitat for Humanity

Aug 25 **Nonprofit Subsectors**

DUE: Subsector presentations

- Arts and culture
- Education
- Environmental
- Health services

Aug 30 **Nonprofit Subsectors**

DUE: Subsector presentations

- Human services
- International and foreign affairs
- Public and societal benefit (foundations)
- Religion

Part II: Inside the Organization

Sept 1 **Selecting a nonprofit**

DUE: MEMO 1 (due by noon)

Describe the type of nonprofit you would like to organize. What problem is your organization trying to solve? What services will it offer? Who are the clients/audience?

Draw on your personal experiences and values to explain your choice. What theory explains the existence of your nonprofit? To which subsector does your nonprofit belong?

- Sept 6** **Guest speaker – Brianna Yoder, Cofounder of (fem)me**
 Required Reading: Yoder’s design project (on course website)
- Sept 8** **Mission Statements**
 Required Reading: Pakroo, chapter 2
 DUE: MEMO 2
 Write a mission and vision statement for your team’s proposed nonprofit.
- Sept 13** **Theory of Change**
 Required Reading: [Harlem Children’s Zone](#)
- Sept 15** **Structuring Your Nonprofit**
 Required Reading: Pakroo, chapter 1
 DUE: MEMO 3
 Should your nonprofit have members? Should it have tax-exempt status? Should it be incorporated? Explain your choices.
- Sept 20** **Board Governance**
 Required Reading: Pakroo, chapter 4
- Sept 22** **Board Governance**
 DUE: MEMO 4
 What type of board should your nonprofit have? Why?
- Sept 27** **Personnel**
 Required Reading: Pakroo, chapter 5
- Sept 29** **Personnel**
 DUE: MEMO 5
 What personnel will your organization need? Will you have volunteers, in addition to paid staff? Why or why not?
- Oct 4** **Fundraising**
 Required Reading: Pakroo, chapter 6
 DUE: MEMO 6
 What will be the primary and secondary revenue sources for your nonprofit? What are the benefits and challenges of those revenue sources?
- Oct 6** NO CLASS
- Oct 11** **Budgeting and Financial Management**
 Required Readings: Pakroo, chapters 3 and 12
- Oct 13** **Budgeting and Financial Management**
 DUE: MEMO 7
 Create a balanced budget for your nonprofit.

Oct 18 **Evaluation**
Required Reading: [Evaluation Resource Center Toolkit](#) (Read ch. 2 and 3)

Oct 20 **Evaluation**

Oct 25 **Communications and Public Relations**
Required Readings: Pakroo, chapters 9, 10 & 11
Optional Reading: [Social media effectiveness](#)

Oct 27 **Communications and Public Relations**
DUE: MEMO 8
Develop two public relations ideas for your nonprofit.

Nov 1 **Ethics**
Required Reading: Grobman, chapter 7
Required Reading: [Ethics and Nonprofits](#)

Nov 3 **Ethics**
Required Reading: [Ethics case study](#)
DUE: MEMO 9
What are some ethical dilemmas that could occur in your organization? How should the organization prevent and/or deal with such dilemmas?

Part III: Looking Outside the Organization

Nov 8 **Guest speaker** – Will McIntosh, Mississippi Innocence Project
Required Reading: <http://innocenceproject.olemiss.edu/>

Nov 10 **Civic and Political Engagement**
Required Reading: Forces for Good

Nov 15 **Civic and Political Engagement**
DUE: MEMO 10
Describe two advocacy activities for your nonprofit. What will your organization need to consider to stay in compliance with rules regarding advocacy?

Nov 17 **Coalitions**
Required Readings: Grobman, chapter 18
Required Reading: [New Funding New Beginnings](#)

Nov 29 **Wrap-up**

Dec 1 **No Class**
DUE: Final Group Paper (due by 2pm)

Dec 8 **Final Project Presentations (noon to 3pm)**