

PADP 4640 Introduction to the Nonprofit Sector

University of Georgia

Spring 2019

Class Information

- Class Meetings: Monday/Wednesday/Friday 1:25pm – 2:15pm
- Classroom Location: Baldwin 102

Instructor

Roger Qiyuan Jin, PhD Candidate

- Email: rjin@uga.edu
- Office: Baldwin Hall 415
- Office Hours: Monday 12 – 1pm, or by appointment

Course Description

This course will provide students with an overview of the nonprofit sector and nonprofit organizations. First, students will gain a working understanding of nonprofit sector and organizations from both historical and theoretical perspectives – what are nonprofit organizations and why they exist. Second, the course will cover the internal operations and management of nonprofit organizations. This not only includes areas that are unique to nonprofit organizations such as board governance, volunteer management, legal responsibilities and fund development, but also topics that apply to public and private organizations such as structure, strategic planning, human resources, public relations, performance management, etc. Third, the students will learn the vital role that nonprofit play in a broader political context through advocacy and civic engagement and opportunities and challenges they face in a world of competition and collaboration. Through active and experiential learning, researching and engaging in activities like in-class discussions, case studies and interaction with practitioners, students in this course will equip themselves with rich knowledge, skills and experiences to the nonprofit sector and nonprofit organizations.

Learning Goals and Objectives

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

- Have a better understanding of the history, theories, and scope of the nonprofit sector.
- Learn how to create and strategically plan a nonprofit organization.
- Lead a nonprofit organization and effectively manage issues like performance, human resources, budgeting, fund raising and risks
- Understand the role of nonprofit organizations in a civil society and policy process

- Work effectively across boundaries of organizations and sectors

Course Material

- Required textbook

Pakroo, Peri H. (2017). *Starting & Building a Nonprofit: A Practical Guide*, 7th edition. Berkley: Nolo.

- Other readings and materials will be posted on eLC
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Assignments

Group Discussion and Participation

Students are expected to actively participate in class through asking and answering questions, providing feedbacks to instructor, engaging in group discussion and other activities. You will be required to engage in group discussion of a case study during class in various weeks. Students will be divided into groups and assigned with one or two discussion questions based on the readings for that day. Students should complete the readings prior to class to participate effectively. Overall class participation grade will be graded by attendance, in-class engagement, group discussion and other class activities.

Midterm Exam

There will be an in-class, closed book midterm exam on Feb 27. It will consist of both multiple-choice and short answer questions. The exams will cover material from the readings, lectures, guest lectures and other in-class materials. Study guides will be distributed before the exams.

Nonprofit Design Proposal

One objective of this course is to equip you with the ability to create and strategically plan a nonprofit organization if you are interested in doing so in the future. The nonprofit design proposal assignment gives you the opportunity to practice and move toward that goal. This could be an individual or group project.

First, you will come up with an idea for a nonprofit organization that trying to solve a particular problem, help a certain group of people or achieve any mission you deem important.

Due on Mar 1: Tentative proposal

Second, by the time we finish Part II of the course, you will submit the final proposal for your nonprofit organization. The final paper should be more detailed and provide further information concerning your nonprofit design. The length of the final paper is approximately 5-8 pages in length (double-space). The grading rubric will later be posted on eLC.

Due on April 12: Final Proposal

Final Project

The final project of this course will be a semester-long effort to produce an individual report based on engagement with a local nonprofit organization. The report should mostly be based on

but not limited to an interview with one of the managers in that nonprofit organization. Students could choose to involve in other activities such as a field visit, office tour, or volunteering to gain a better understanding of that organization. However, an interview with a manager of that organization is required. This assignment is designed to give you the opportunity to obtain real world knowledge from a practitioner’s viewpoint and gain a better and practical understanding of the topics we learn in the course. The assignment will be divided into three stages.

Step 1: Identify, research and contact a Georgia based nonprofit organization of your interests and obtain a written confirmation from a manager that he or she is willing to participate in an interview with you later in the semester.

Due on Feb 8: Written confirmation from a manager of a nonprofit.

Step 2: After getting confirmation of your interview request, you should conduct a thorough research on the organization you choose using web based, and archival/print resources. Based on this research, you will develop a 2-3 page report on their organization, along with a list of 10-15 interview questions that involve topics we cover in the course.

Due on Mar 22: First report on nonprofit organization and list of interview questions.

Step 3: Instructor will provide feedback to students on their report and interview questions. Students will make necessary revisions to the questions according to the feedbacks and conduct your interview with the manager your scheduled time. Students could also participate in other activities with the organization such as field visit, office tour or volunteering (not required). Based on the interview and experience from your other activities, each student will prepare an 8-10 page written report that summarizes their interview with the organizational representative, and connects their discussion to topics covered during class. The grading rubric will later be posted on eLC.

Due on April 9: Final report.

Final Presentation

During the final two class sessions, students will present their final report to the class and assess by the performance.

Grades

Assignment		Percent of Final Grade
Attendance and Participation		10%
Midterm Exam		20%
Nonprofit Design Proposal		25%
Final Project		
	Step 1	5%
	Step 2	10%

	Step 3	20%
Final Presentation		10%
Grand Total		100%

The grading scale for the class is: 93%-100% A, 90%-92% A-, 87%-89% B+, 83%-87% B, 80%-82% B-, etc.

Course Policies

Attendance

Attendance is required for all class sessions including guest lectures and I will take attendance every class. One point would be taken off your semester grade for each unexcused absence. For an excused absence, you must have legitimate reason such as family issue, sports, religious holidays and so forth. You should contact me in advance and provide me the documentation. If you are sick and cannot attend class, inform me as soon as possible, and bring documentation to the next breakout. Please come to class on time, more than 15 minutes late to class will be regarded as an unexcused absence.

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

You should abide The University of Georgia's Academic Honesty Policy and the Student Honor Code. Any kind of violations will not be tolerated. You could refer to the UGA's Academic Honesty Policy at <http://ovpi.uga.edu/academic-honesty/academic-honesty-policy>. Contact me or honesty@uga.edu if you have any questions.

Administrative Details

- The course schedule is a general plan for the course; deviations announced to the class by the instructor may be necessary.
- Please put your cellphone in mute. You are welcome to use electronic devices for course purposes. However, using them with class-irrelevant activities will lower your participation grade.

Course Schedule

Week 1

Jan 9 -- Introduction and Overview

Jan 11 -- **Guest Lecture** by Spencer Frye

- GA House of Representative
- Executive Director of *Athens Habitat for Humanity*

Week 2

Jan 14 -- Overview of the Nonprofit Sector

- Pakroo, Introduction (p. 1-8)
- The Nonprofit Sector in Brief (2015)
- A Historical Overview

Jan 16 & 18 -- Nonprofit Sector/Organization from Historical and Theoretical Perspectives

- Worth (2017). Chapter 3: Theories of the Nonprofit Sector
- Seelos and Mair (2005). Social Entrepreneurship
- Watch (Video): Social entrepreneurs & The future of philanthropy

Week 3

Jan 21 -- No Class, MLK Holiday

Jan 23 -- Naming and Structuring of Nonprofit

- Pakroo, Chapter 1

Jan 25 -- Strategic Planning

- Pakroo, Chapter 2
- Contact Local Nonprofit Manager
- Brainstorm nonprofit design ideas

Week 4

Jan 28 & 30, Feb 1 -- Board Governance

- Pakroo, Chapter 4
- Smith (2010). Hybridization and Nonprofit Organizations
- Group Case Study: The American University & The Hershey Trust.

Week 5

Feb 4 – Feb 8 -- Managing Human Resources

- Pakroo, Chapter 5
- Worth (2017). Chapter. 9: Managing Staff and Service Volunteers
- Group Case Study: Getta Grant, Rita Writer, & Bob the Builder

Feb 8 -- DUE: Written confirmation from a manager of a nonprofit.

Week 6

Feb 11 -- No Class, Project working day

Feb 13 -- Fundraising

- Pakroo, Chapter 6

Feb 15 -- Managing Budget and Finance for Nonprofit

- Pakroo, Chapter 3 and 12
- Group Case Study: Hull House & Corcoran Gallery of Art and Corcoran School of the Arts
- Case study: The Theater Budget

Week 7

Feb 18 & 20-- Measuring and Evaluating Performance

- Evaluation Resource Center Toolkit (Chpt. 2 and 3)
- Innovation Network (2016). State of Evaluation 2016

Feb 22 -- Review for Midterm

Week 8

Feb 25 -- **Guest Lecture** by Prof. Roger Hartley

- Dean, College of Public Affairs, University of Baltimore

Feb 27 -- **Midterm Exam**

Mar 1 -- No Class, Project working day

- Tentative design proposal DUE

Week 9

Mar 4 -- Marketing and Public Relations

- Pakroo, Chapter 9, 10 & 11

Mar 6 -- **Guest Lecture** by Sayge Medlin

- Assistant Director of *J.W. Fanning Institute for Leadership Development* at UGA

Mar 8 -- Marketing and Public Relations (cont'd)

- Social media effectiveness
- Group Case Study: AARP & Susan G. Komen Foundation

Mar 11-15 -- No Class, Spring Break

Week 10

Mar 18-22 -- Risk Management and Insurance. Contracts and Agreements

- Pakroo, Chapters 7 & 8
- Pojasek (2013). Organizations and Their Contexts.
- Steen and Smith (2007). An Assessment of the Minimization of Risk

March 22 -- First Report and Interview Question Due

Week 11

Mar 25 -- **Guest Lecture** by Brianna Yoder

- Co-Founder of *(fem)me*

Mar 27 & 29 -- Ethics

- Rhode & Packel (2009). Ethics and Nonprofits
- Group Case Study: Rise and Fall of the Great and Powerful Nonprofit Director

Week 12

April 1-5 -- Civic and Political Engagement

- Nonprofit Service Organizations and Civic Engagement
- Handy, Shier, and McDougle (2014). Nonprofits and the Promotion of Civic Engagement.
- (Optional) Dodge and Ospina (2016). Nonprofits as “Schools of Democracy”.

Week 13

April 8-12 -- Advocacy and Cross-sector Collaboration

- Reid and Montilla, Chapter 1 and 2
- Goldkind (2014). E-advocacy in Human Services.
- Kania and Kramer (2011). Collective Impact.
- Case Study: Public-Private Partnerships for Green Spaces in NYC.

April 12 -- Final Nonprofit Design Proposal Due

Week 14

April 15-19 -- Innovation, Change and Future of Nonprofit Sector

- Nonprofits of the Future
- Top Challenges Facing Not-For-Profit CEOs Today
- McDonald, R.E. (2007)
- Frumkin, P. and A. Andre-Clark. (2000)
- Case Study 5: Appalachian Mountain Club

Week 15

April 22-26 -- Project Presentation

April 29 -- Final Report Due

Additional Resource:

- [BoardSource](#): inspire and support excellence in nonprofit governance and board and staff leadership
- [Nonprofit Quarterly Newsletter](#) (daily compilation of nonprofit news):
- [National Council for Nonprofits](#)
- [Independent Sector](#)