

PADP 4640: Introduction to Nonprofit Administration

Department of Public Administration and Policy
School of Public and International Affairs
University of Georgia

Instructor: Suyoung Choi

Email: Suyoung.choi25@uga.edu

Office: Baldwin Hall 406

Office Hours: By Appointment

Class Meeting: Monday/Wednesday/Friday, 1:50pm – 2:40pm

Class Location: Baldwin 101D

Course Description:

This is an introductory course aiming to provide students with an overview of the nonprofit sector and nonprofit organizations-why they exist, how they operate, and what challenges they face. The course consists of four parts. First, a student will explore the definition and scope of the nonprofit sector, along with theoretical explanations for its existence. The second section focuses on the internal operations of the nonprofit organization by examining issues such as governance, leadership, accountability, and performance. The third section focuses on financial resources particularly available for nonprofits and their unique management. The fourth section is designed to look at their efforts to develop strong external relationships with other sectors. Throughout the course, students will examine the unique challenges and opportunities that nonprofits encounter as they strive to achieve their missions through assigned reading, lectures, class discussion, and various class activities. In particular, the instructor will try to examine and discuss as many real and dynamic case studies as possible.

Course Objectives:

Upon successful completion of this class, students will be able to:

- Understand the definition, theory, composition, and scope of the nonprofit sector.
- Examine the organizational structure, functions, and management of nonprofits in the United States to a friend or colleague.
- Demonstrate awareness and knowledge of the current challenges and opportunities facing nonprofit organizations using various theoretical frameworks and case studies.
- Gain the skills and knowledge necessary to analyze a nonprofit organization and provide the possible suggestion for improvement.

Course Material

1. **Required Textbook:** Worth, M.J. (2021). *Nonprofit Management: Principles and Practice*. Sage Publications. 6th edition
2. **Required Text II:** Libby, P., & Deitrick, L. J. (2017). *Cases in nonprofit management: a hands-on approach to problem solving*. SAGE Publications
 - This book can be accessed in the UGA electronic library.
3. Additional reading or case materials will be disseminated via email or posted on eLC.

Course Statements and Policies

COVID-19 Related Policies:

Face coverings:

Following guidance from the University System of Georgia, face coverings are **STRONGLY** recommended for all individuals while inside campus facilities.

How can I obtain the COVID-19 vaccine?

University Health Center is scheduling appointments for students through the UHC Patient Portal (https://patientportal.uhs.uga.edu/login_dualauthentication.aspx). Learn more here – <https://www.uhs.uga.edu/healthtopics/covid-vaccine>. The Georgia Department of Health, pharmacy chains and local providers also offer the COVID-19 vaccine at no cost to you. To find a COVID-19 vaccination location near you, please go to: <https://georgia.gov/covid-vaccine>. In addition, the University System of Georgia has made COVID-19 vaccines available at 15 campuses statewide and you can locate one here: <https://www.usg.edu/vaccination>

What do I do if I have COVID-19 symptoms?

Students showing COVID-19 symptoms should self-isolate and schedule an appointment with the University Health Center by calling 706-542-1162 (Monday-Friday, 8 a.m.-5 p.m.). Please **DO NOT** walk-in. For emergencies and after-hours care, see, <https://www.uhs.uga.edu/info/emergencies>.

What do I do if I test positive for COVID-19?

If you test positive for COVID-19 at any time, you are **required to report it** through the [DawgCheck Test Reporting Survey](#). We encourage you to stay at home if you become ill or until you have excluded COVID-19 as the cause of your symptoms. UGA adheres to current Georgia Department of Public Health (DPH) quarantine and isolation [guidance](#) and requires that it be followed. Follow the instructions provided to you when you report your positive test result in DawgCheck.

Guidelines for COVID-19 Quarantine Period (As of 8/1/21; follow DawgCheck or see DPH website for most up-to-date recommendations)

Students who are fully vaccinated do not need to quarantine upon exposure unless they have symptoms of COVID-19 themselves. All others should follow the Georgia Department of Public Health (DPH) recommendations:

Students who are not fully vaccinated and have been directly exposed to COVID-19 but are not showing symptoms should self-quarantine for 10 days. Those quarantining for 10 days must have been symptom-free throughout the monitoring period and continue self-monitoring for COVID-19 symptoms for a total of 14 days. You should report the need to quarantine on [DawgCheck](#) (<https://dawgcheck.uga.edu/>), and communicate directly with your faculty to coordinate your coursework while in quarantine. If you need additional help, reach out to Student Care and Outreach (sco@uga.edu) for assistance.

Students, faculty and staff who have been in close contact with someone who has COVID-19 are no longer required to quarantine if they have been fully vaccinated against the disease and show no symptoms.

Well-being, Mental Health, and Student Support

If you or someone you know needs assistance, you are encouraged to contact Student Care & Outreach in the Division of Student Affairs at 706-542-7774 or visit <https://sco.uga.edu/>. They will help you navigate any difficult circumstances you may be facing by connecting you with the appropriate resources or services.

UGA has several resources to support your well-being and mental health: <https://well-being.uga.edu/>

Counseling and Psychiatric Services (CAPS) is your go-to, on-campus resource for emotional, social and behavioral-health support: <https://caps.uga.edu/>, TAO Online Support (<https://caps.uga.edu/tao/>), 24/7 support at 706-542-2273. For crisis support: <https://healthcenter.uga.edu/emergencies/>.

The University Health Center offers FREE workshops, classes, mentoring and health coaching led by licensed clinicians or health educators: <https://healthcenter.uga.edu/bewelluga/>

Monitoring conditions:

Note that the guidance referenced in this syllabus is subject to change based on recommendations from the Georgia Department of Public Health, the University System of Georgia, or the Governor's Office or. For the latest on UGA policy, you can visit coronavirus.uga.edu.

Other University Policies:

UGA Student Honor Code: University guidelines on academic honesty are enforced in this course, and you should be familiar with the UGA Student Code of Conduct and Policies. The University Student Honor Code states: *"I will be academically honest in all of my academic work and will not tolerate academic dishonesty of others."* A Culture of Honesty, the University's policy, and procedures for handling cases of suspected dishonesty, can be found at <https://honesty.uga.edu/>

All students are responsible for knowing the University's policy on academic honesty. All academic work submitted in this course must be your own unless you have received my permission to collaborate and have properly acknowledged receiving assistance. Academic dishonesty violations will result in a minimum penalty of a '0' on the assignment or exam, can escalate to an academic dishonesty charge brought by the Professor, and may result in dismissal from the program of study and the University.

Students with Disabilities: The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. The Disability Resource Center (<http://drc.uga.edu/>) coordinates services for

students with disabilities and provides other services. If you have a disability for which you may request accommodation in UGA classes and have not contacted the Disability Resource Center, please do so as soon as possible.

Classroom Policies:

Instructor Accessibility: I am very happy to communicate with students about the course via email. I am also available during office hours, by appointment. When you send emails, please include the course number in the subject line: PADP4640. Also, please note that I do not usually check email after 6 pm on weekdays, and I do not check these at all on the weekends. Messages received during these times will receive attention once I am back online. Otherwise, you can expect to receive a response to your message within 24 hours, often much sooner. If you do not receive my response within 24 hours, please remind me or send an email again.

eLC and Student Email: This course uses the eLC course email to communicate with students. All course-related materials, assignments, exams, and grades are posted to the course online. Your official UGA student Email address that is available at eLC will be the address used to get in touch with you, if necessary. Please check this account regularly or arrange for it to be automatically forwarded to whatever personal Email account that you check daily. All course correspondence with the Professor should be conducted through eLC, for security and consistency.

Attendance and Participation: It is vital for students to attend and actively participate in all classes. It is also a University requirement. All of our classes are meeting in person meaning that I am not offering a Zoom option for students simultaneous with the in-person modality. Therefore, attendance at every class meeting is very important. Also, we will have attendance quizzes. If you don't attend classes meaning not taking a quiz, you will lose your points. If you are unable to attend a class (including COVID-19 related symptoms), please reach out to the instructor in advance. When you need to request an absence from class, it generally needs to be scheduled ahead of time. Otherwise, your attendance score will be deducted. When the instructor finds reasonable cause for absence, your absence will be counted as an excused absence. Also, the instructor can require students to provide any proof for their absence.

Please come to class on time. I do understand that we all have days when we are late. However, chronic lateness will be considered as negative participation and will be graded correspondingly. Leaving class early without any serious reasons or prior notice is also very disrespectful. Please inform me in advance if you need to leave in the middle of the class otherwise your action will be considered as disruptive participation.

Please participate in class discussion by using the widely expected and accepted norms of civility. Please adhere to the norms of university student conduct. If you are not sure what these are, please study the link: Office of Academic integrity: <https://honesty.uga.edu/>

Late Assignment / Make-up procedures for Exams: There are no make-up exams in this course. Late assignments and late exams are neither accepted nor graded. In cases of a true

emergency, please let the instructor know as soon as possible. The instructor reserves the right to consider and make some changes to the policies presented. In the event that the instructor chooses to accept an exception, the grade on that assignment/exam will be reduced.

Course Requirements and Evaluation

1. Class Attendance and Participation (10%):

Class attendance will be graded by attendance quizzes and class activities. To be counted present, you should take the attendance quiz and complete class activities in a class. Please note that no excuses will be accepted and there are no make-ups.

Questions will be given at the beginning of each Monday and Wednesday class and students must turn in quizzes by the end of each class. A quiz will contain multiple-choice questions and true/false questions. All answers could be easily found from the lecture slides. Furthermore, we will look at the quiz together again at the beginning of the next class.

There is no need to concern about the results of the quiz. The quiz will be scored, but not be included in your final grade as long as you submit it. However, missing the quiz will be considered absent and your attendance will be graded as follows;

100% attendance	10 points
1 absence	9 points
2 absences	8 points
3 absences	7 points
4 absences	6 points
5 absences	5 points
6 absences or more	0 points

Importantly, the instructor can offer extra credits for attendance and participation.

2. Participation (6%)

Class participation is a really important learning tool. I strongly encourage all students to raise questions and participate in the class discussion and activity. In particular, your active participation is critical in the Friday case study session. Participation grading is graded by the quality of participation and possibly subjective.

3. Weekly Case Assignment (24%):

This course aims to look at many nonprofit cases as possible. Friday's class is a time for case studies. Thus, there is a weekly case study assignment due every Friday of the semester. You can read the assigned case study and try to answer the questions briefly. Please print out your assignments and submit them by the end of class during the assigned week. You can find the due day for each assignment in the course schedule. The assignment should be 1-2 pages (no more than 2 pages), single-spaced, and 12-point font. If you need to include charts, tables, please use them on the appendix page with references (APA style).

4. Individual Case Presentation (10%):

In addition to this individual weekly case study assignment, there is an individual case study presentation. Each student will be assigned one case study presentation in Friday's class. In order to do so, the students are expected to do more in-depth case study with extra research and present it in the classroom. Presenters should pose 2-3 questions to all students and try to lead the class discussion. Presenters should prepare the presentation files (PowerPoint). These need to be completed and submitted to the instructor by Friday at noon (12:00 pm): email (suyoung.choi25@uga.edu). The guideline with a grading rubric will be posted on eLC. Of course, all other students are expected to participate in these discussions with their own reflections regardless of whether you are assigned for the case study presentation or not.

5. Mid-Term Exam (30%):

There are TWO midterm exams in this course. The first exam is the in-class and closed book exam. The exam consists of several types of questions: 1) multiple-choice questions, true/false questions (There will be the same questions that you take on the attendance quizzes), 2) short answer questions, and 3) essay questions.

The second exam is a take-home and open-book exam. The exam will be released on Monday (04/04) at 1:50 pm on eLC and students need to upload your exam on eLC by Friday (04/08) at 2:40 pm.

The exam will cover the textbook, homework assignments, lectures, case studies, and classroom discussions. Each exam is worth 15 percent of your final grade. No early exams will be allowed. No make-up exam will be administered.

6. Final Exam (20%):

There is a final team project at the end of the semester. The final exam is a research-based take-home exam. The exam will cover all materials from the book, homework assignments, lectures, classroom discussion, case studies. The rubrics will be posted later on eLC.

Grading:

The following scale is used to determine the course grade.

Final Grading Components and Weight		Grade Scale			
Attendance (Quizzes)	10	A	100-94	C+	77-79
Participation	6	A-	90-93	C	73-76
Weekly Assignment	12*2 = 24	B+	87-89	C-	70-72
Individual Case Presentation	10	B	83-86	D	60-69
Mid-Term Exam I	15	B-	80-82	F	0-59
Mid-Term Exam II	15				
Final Exam	20				
- Total	100%				

Course Schedule

Week	Date	Section	What to Do	Due Date
Section I		Understanding the Nonprofit Sector		
1	01/10 (Mon.)	Classes Begin: Introduction, Course Overview		
	01/12 (Wed.)	What is NP	Reading: Chapter 1 and Chapter 2	
	01/14 (Fri.)	Case Study: Why we study the Nonprofit Management?	Reading: Case Study	
2	1/17 (M.)	No class-Martin Luther King, Jr. Day		
	1/19 (Wed.)	Nonprofit Classification	Reading: Chapter 2	
	01/21 (Fri.)	Case Study	Presentation 1 and Discussion	Assignment 1
3	01/24 (M.)	Nonprofit Theories at Macro level	Reading: Chapter 3	
	01/26 (Wed.)	Nonprofit Theories at Micro level		
	01/28 (Fri.)	Case Study	Presentation 2 and Discussion	Assignment 2
Section II		Nonprofit Management		
4	01/31 (Mon.)	Nonprofit Governance		
	02/02 (Wed.)	Nonprofit Governing Board	Reading: Chapter 4	
	02/04 (Fri.)	Case Study	Presentation 3 and Discussion	Assignment 3
5	02/07 (M.)	Executive Leadership	Reading: Chapter 5	
	02/09 (Wed.)	Board vs. CEO		
	02/11 (Fri.)	Case Study	Presentation 4 and Discussion	Assignment 4
6	02/14 (M.)	Exam I: In-Class Exam		
	02/16 (Wed.)	No Class		
	02/18 (Fri.)	Exam I Review		
7	02/21 (M.)	Accountability	Reading: Chapter 6	
	02/23 (Wed.)	Performance		
	02/25 (Fri.)	Case Study	Presentation 5 and Discussion	Assignment 5
8	02/28 (M.)	Managing HR	Reading: Chapter 9	
	03/02 (Wed.)	Volunteer Management		
	03/04 (Fri.)	Case Study	Presentation 6 and Discussion	Assignment 6
9	03/07 (M.)	Spring Break		
	03/09 (Wed.)			
	03/11 (Fri.)			

Section III		Nonprofit Financial Management		
10	03/14 (M.)	Nonprofit Financial Management I	Reading: Chapter 12	
	03/16 (Wed.)			
	03/18 (Fri.)	Case Study	Presentation 7 and Discussion	Assignment 7
11	03/21 (M.)	No Class-conference	Reading: Chapter 12	
	03/23 (Wed.)	Nonprofit Financial Management II		
	03/25 (Fri.)	Case Study	Presentation 8 and Discussion	Assignment 8
12	03/28 (M.)	Nonprofit Revenue	Reading: Chapter 13 /14/15	
	03/30 (Wed.)	Nonprofit Expenditure		
	04/01 (Fri.)	Case Study	Presentation 9 and Discussion	Assignment 9
13	04/04 (M.)	Exam II: Take-Home Exam		
	04/06 (Wed.)			
	04/08 (Fri.)			
Section VI		Developing Strong External Relationship		
14	04/11 (M.)	Marketing	Reading: Chapter 10	
	04/13 (Wed.)	Communication and Public Relation		
	04/15 (Fri.)	Case Study	Presentation 10 and Discussion	Assignment 10
15	04/18 (M.)	Collaborations, Partnerships, and Mergers	Reading: Chapter 8	
	04/20 (Wed.)	Cross Sectoral Collaboration		
	04/22 (Fri.)	Case Study	Presentation 11 and Discussion	Assignment 11
16	04/25 (M.)	Advocacy and Lobbying	Reading: Chapter 11	
	04/27 (Wed.)	Strategy for Advocacy		
	04/29 (Fri.)	Case Study	Presentation 12 and Discussion	Assignment 12
17	05/02 (M.) ~	Classes End: Final Exam		

* Note: The course syllabus is a general plan for the course. Any changes will be announced in advance and/or posted on eLC.