

PADP 4640: Introduction to Nonprofit Administration

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

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Office: Baldwin Hall 406

Office Hours: By Appointment

Class Meeting: Monday/Wednesday/Friday, 10:20 am – 11:10 am

Class Location: 102 Baldwin

Course Description:

This introductory course aims 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 nonprofit organizations in the United States.
- 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 nonprofit organizations and provide possible suggestions 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.

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.

Mental Health and Wellness Resources: If you or someone you know needs assistance, you are encouraged to contact Student Care and 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 for a student seeking mental health services (<https://www.uhs.uga.edu/bewelluga/bewelluga>) or crisis support (<https://www.uhs.uga.edu/info/emergencies>).
- If you need help managing stress anxiety, relationships, etc., please visit BeWellUGA (<https://www.uhs.uga.edu/bewelluga/bewelluga>) for a list of FREE workshops, classes, mentoring, and health coaching led by licensed clinicians and health educators in the University Health Center.
- Additional resources can be accessed through the UGA App.

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 an accommodation in UGA classes and have not contacted the Disability Resource Center, please do so as soon as possible.

Religious Accommodations: UGA's religious accommodations policy, found at <https://eoo.uga.edu/definitions/religiousaccommodations>, recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the Religious Holidays Attendance Policy, I can allow students to make up work because of a religious observance provided that you notify me. Please look over the course schedule and contact me by the end of the second week of class if there are any classes you will miss due to religious observance.

Class 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 sent 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: 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.

Please come to class on time. I do understand that we all have days when we are late. However, chronic lateness will be considered 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 disruptive participation.

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 case 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. To be counted present, you should take the attendance quiz in a class. If you don't attend classes meaning not taking a quiz, you will lose your points. Please note that there are no make-up quizzes. If you are unable to attend a class and take quizzes, please reach out to the instructor in advance. Verification of these events will be needed. Notification of anticipated absences must occur as early as possible. Excused absences can include religious holidays, pre-approved professional activities, injury or illness of the student, or immediate family member. When the instructor finds reasonable cause for absence, your absence will be counted as an excused absence. However, the excused absence cannot exceed 3 times in total.

Quizzes 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, true/false, and short-answer questions. You do not need to worry about quizzes. All answers could be easily found in the lecture slides. We will look at the quiz together again at the beginning of the next class. Also, there is no need to be concerned about the results of the quiz. The quiz is not scored as long as you submit it. However, missing the quiz will be considered absent and your unexcused attendance will be graded as follows;

Attendance	Point
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	4 points
7 absences or more	0 point

2. Weekly Case Study Assignment (12*2 = 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.

Questions for each case will be posted on eLC and you can read the case and try to answer the questions. Please print out the assignments and submit them by the end of class during the assigned week. You can find the due day for each assignment at the end of the course schedule.

The assignment should be 1-2 pages (no more than 2 pages), single-spaced, and 10-12-point font. The charts, tables and graphs, photographs, and references will be counted as extra pages. There will be 12 assignments (2 point each * 12 assignment= 24 points).

3. 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 and present it in the classroom. Presenters pose 2-3 questions to all students and try to lead the class discussion at the end of the presentation. Presenters should prepare the presentation files (PowerPoint). These need to be completed by Friday at noon (12:00 pm) and sent out to me by 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 they are assigned for the case study presentation or not.

4. Participation (6%)

Students are expected to participate in all class activities (especially the Friday case study discussion). The instructor expects students to come to every Friday class with reading and weekly assignments completed, prepared to participate in the discussion. Your unexcused attendance will be graded as follows;

Participation	Point
My participation was exceptional in some way. I frequently contributed to discussions or volunteered to answer questions that went beyond reading and discussion questions. My participation included thoughtfully and respectfully responding to the questions and comments of my peers.	6 points
I met general expectations. About once a week, I volunteered to answer basic questions about the reading or I asked clarification questions. My participation primarily involved interaction with the professor and my peers.	5points
I showed up and paid attention during class, but I rarely participated unless called on or assigned group work.	3 points
I showed up but didn't participate in the discussion at all. I may have been daydreaming or working on material for another class.	2 points
I, in some way, detracted from the class. I was rude, tardy, snored while asleep, or used electronics in a way prohibited by the syllabus.	0 points

5. Exam I (20%):

The first exam will be an in-class exam. This exam will consist 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 exam will cover the textbook, homework assignments, lectures, case studies, and classroom discussions. The exam will be given in class, and all students are required to take the test. No early exams will be allowed. No make-up exam will be administered.

6. Exam II (15%)

The second exam will be a take-home assignment. You will be requested to select a nonprofit organization that interests you and appraises the growth, personnel, operations, and managerial practices. The guideline with a grading rubric will be posted on eLC.

7. Exam III (15%):

The final exam will be a take-home exam. The final exam covers the entire course. This is an open-book exam which means that you are permitted to use any materials that are used in class, the textbook, lecture slides, and anything. The guideline with a grading rubric will be posted on eLC.

Grading:

The following scale is used to determine the course grade.

Final Grading Components and Weight

Attendance (Quizzes)	10
Weekly Assignment	12*2 = 24
Individual Case Presentation	10
Participation	6
Exam I	20
Exam II	15
Exam III	15
- Total	100%

Grade Scale

A	100-94	C+	77-79
A-	90-93	C	73-76
B+	87-89	C-	70-72
B	83-86	D	60-69
B-	80-82	F	0-59

Course Schedule

Week	Date	Section	What to Do	Due Date
Section I		Understanding the Nonprofit Sector		
1	08/17 (Wed.)	Classes Begin: Introduction, Course Overview		
	08/19 (Fri.)	Case Study: Why do we study Nonprofit Management?	Reading: Case Study	
2	08/22 (Mon.)	What is Nonprofit Administration?	Reading: Chapter 1 & Chapter 2	
	08/24 (Wed.)	Nonprofit Classification		
	08/26 (Fri.)	Case Study 1		Presentation 1 and Discussion
3	08/29 (Mon.)	Nonprofit Theories at the Macro level	Reading: Chapter 3	
	08/31 (Wed.)	Nonprofit Theories at the Micro level		
	09/02 (Fri.)	Case Study 2		Presentation 2 and Discussion
Section II		The Structure of the Nonprofit Organization		
4	09/05 (Mon.)	No class-Labor Day		
	09/07 (Wed.)	Nonprofit Governing Board	Reading: Chapter 4	
	09/09 (Fri.)	Case Study 3	Presentation 3 and Discussion	Assignment 3
5	09/12 (Mon.)	Executive Leadership	Reading: Chapter 5	
	09/14 (Wed.)	Board vs. CEO		
	09/16 (Fri.)	Case Study 4		Presentation 4 and Discussion
6	09/19 (Mon.)	Human Resource Management	Reading: Chapter 9	
	09/21 (Wed.)	Volunteer Management		
	09/23 (Fri.)	Case Study 5		Presentation 5 and Discussion
7	09/26 (Mon.)	Exam I: In-Class Exam		
	09/28 (Wed.)	No Class		
	09/30 (Fri.)	Exam I Review		
Section III		Nonprofit Management		
8	10/03 (Mon.)	Bylaw and Governance	Reading: Additional reading will be posted on eLC	
	10/05 (Wed.)	Accountability and Performance		
	10/07 (Fri.)	Case Study 6		Presentation 6 and Discussion
9	10/10 (Mon.)	Nonprofit Revenue Sources	Reading: Chapter 13, 14, 15	
	10/12 (Wed.)	Nonprofit Expenditure		
	10/14 (Fri.)	Case Study 7		Presentation 7 and Discussion
10	10/17 (Mon.)	Nonprofit Financial Management I	Reading: Chapter 12	

	10/19 (Wed.)			
	10/21 (Fri.)	Case Study 8	Presentation 8 and Discussion	Assignment 8
11	10/24 (Mon.)	Nonprofit Financial Management II	Reading: Chapter 12	
	10/26 (Wed.)	Case Study 9	Presentation 9 and Discussion	Assignment 9
	10/28 (Fri.)	No class-Fall break		
Section VI		External Relationship		
12	10/31 (Mon.)	Marketing	Reading: Chapter 10	
	11/02 (Wed.)	Communication and Public Relation		
	11/04 (Fri.)	Case Study 10	Presentation 10 and Discussion	Assignment 10
13	11/07 (Mon.)	Collaborations, Partnerships, and Mergers	Reading: Chapter 8	
	11/09 (Wed.)	Cross-Sectoral Collaboration		
	11/11 (Fri.)	Case Study 11	Presentation 11 and Discussion	Assignment 11
14	11/14 (Mon.)	Social Entrepreneurship and Social Innovation	Reading: Chapter 16	
	11/16 (Wed.)	Exam II: Take-Home Exam	The exam will be distributed on 11/16 Wed. at 10:20 am.	Due on 11/18 Fri. at 11:10 am
	11/18 (Fri.)	(No Classes)		
15	11/21 (Mon.)	Thanks-Giving (No Classes)		
	11/23			
	11/25			
16	11/28 (Mon.)	Advocacy, Lobbying, and Social change	Reading: Chapter 11	
	12/30 (Wed.)	Strategy for Advocacy		
	12/02 (Fri.)	Case Study 12	Presentation 12 and Discussion	Assignment 12
	12/05 (Mon.)	Classes End (No Class): Exam III: Take-Home Final Exam	The final exam will be distributed on 12/5 Mon. at 10:20 am.	Due on 12/12 Mon. at 11:10 am

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