PADM 6240: Nonprofit Management and Theory
Master of Public Administration Program
Department of Political Science
East Carolina University

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Office Hours: Wednesday 1:00-6:00 p.m. EST – I will log into Blackboard during this time for virtual office hours and meetings with students. Other times may be available by request.
Class Date/Time: Online
Class Location: Online
Course Website: https://blackboard.ecu.edu

Course Description:
Nonprofits and nongovernmental organizations have grown in size, scope, and influence over the past 50 years. Though these organizations have a transnational presence, this course focuses on nonprofits in the United States. Referred to in many ways (third sector, voluntary sector, independent sector, etc.) the nonprofit sector is a growing part of the American social, political, and economic landscape. However, even the meaning of the terms used to describe the nonprofit sector is often contested.

Some use the term "nonprofit" to denote organizations clearly different from government and business while others reserve this category for any organization – both formal and informal – that facilitates the activities of government and business in a civil society. Within the United States there is great variation in the role, function, and perspective of nonprofits from state to state. Some states give nonprofits wide latitude with minimal oversight or regulation, while others closely monitor and restrict the activities of nonprofits to those that provide public benefit (and even this is defined in different ways). Through this course we will explore these kinds of debates and differences.

This course offers a broad overview of the nonprofit sector that allows students an opportunity to examine the structure, relationships, and management issues confronting nonprofit leaders including both staff and board members. Readings, discussions, and written assignments are designed to help students think critically about nonprofit organizations. The course is divided into three sections that provide a foundation for the basic theories and ideas under girding nonprofit organizations, explore governance through a look at missions, functions, and ethical guidelines, and delve into problem solving and decision strategies used by nonprofit leaders. We look at the source and use of resources in the nonprofit environment including a brief discussion of how to interact productively with stakeholders within and outside of the organization.

Specifically, students taking this course will examine:
- The origin, composition, and role of nonprofit organizations in American society;
- The relationship between the nonprofit, business, and governmental sectors;
- The characteristics of the major nonprofit sub-sectors;
- Legal and regulatory issues affecting the nonprofit sector;
- Key leadership functions of nonprofit organizations;
- The issues of ethics, accountability, and diversity in nonprofits.

Course Objectives:
The objectives and related NASPAA standards are listed in Table 1.
Table 1. PADM 6101 Course Objectives

Course Objective	NASPAA Standard	Activity
Identify, describe, and discuss the size, scope, and dimensions of the nonprofit sector using terminology and theories relevant to the field	To articulate and apply and public service perspective	Case studies Discussion forums
Demonstrate leadership and communication skills	To communicate and interact productively with a diverse and changing workforce and citizenry To lead and manage in public governance	Discussion forum facilitation assignment Case for support
Identify and differentiate organizational structure and management techniques used by nonprofit organizations	To analyze, synthesize, think critically, solve problems, and make decisions	Case studies
Identify, describe, and discuss the importance of organizational mission, diversity, public trust, ethics, and accountability for management and policy decisions in the nonprofit setting	To analyze, synthesize, think critically, solve problems, and make decisions To communicate and interact productively with a diverse and changing workforce and citizenry	Discussion forum Case studies Final exam

Prerequisites:
None

Required Materials
This course is developed as an active learning experience. As a result, students must prepare before coming to class by reading the texts, articles, and cases assigned and come to class ready to engage in lively discussion.

All readings are required unless otherwise noted as "optional" in the syllabus. The required text for this course is The Jossey-Bass Handbook of Nonprofit Leadership and Management *(3rdEdition)* by Robert D. Herman & Associates, 2011**,** Jossey-Bass, San Francisco, CA– indicated by "TEXT" in *Topics & Assignments*. (NOTE: the 2nd edition of the book is acceptable; page numbers on the syllabus are for the 3rd edition.)

In addition, readings will be assigned from a variety of other sources. You can access each document electronically through course webpage on Blackboard. Should you have a problem with a specific reading, let me know about the nature of the problem. I will be online most often during the business day (Monday through Friday – 9:00 A.M.M until 5:30 P.M.) but will periodically check in during evening or weekend hours.

Course Requirements
Students in this class will need to fulfill the following requirements:

1. *Reading assignments:* Complete all reading assignments. Come to class prepared with questions for the me as well as fellow students; class sessions will not summarize the readings but will provide you with more information about the topic of the day and will encourage you to apply what you are learning.

2. *Participation:* Learning from one another is an important component of this class. Therefore, you are expected to participate in class. Again, participation will be graded on the **quality** of your contributions, not the quantity.

3. *Formatting and Citation:* All assignments should be double-spaced and use Times New Roman, 12-point font. Margins on all documents should be 1 inch on the top, bottom, left, and right. Follow the APA citation format for all written assignments. If you are confused about citation formatting consult the 6th edition of the Publication Manual of the American Psychological Association.

    I expect you to properly cite your comments on the discussion threads. If you do not know how to cite a particular source you may choose to solicit help from the Joyner Library Reference desk (either online through live chat features or in person) or you may find online resources such as the Purdue OWL website for APA formatting helpful.

    *Assignments with **improper** citation will automatically have 10 points deducted from the total earned grade. Assignments **without** citation will automatically have 50 points deducted from the total earned grade.*

    A general note: you may use Wikipedia as a ***starting point***, but citing Wikipedia as a source of information or reference is not sufficient. Use the Wikipedia citations to gather the actual source of information you are providing and go to that original source. Wikipedia citations will not count toward the number you need to fulfill various assignment criteria. And, a general caution: Wikipedia may not be accurate – make sure to check your citations carefully!

Grading
A student's grade will be determined according to his/her participation in class discussions (including case analysis and simulations) and performance on written assignments including the research paper and examinations. Unless otherwise noted, all assignments are due at 11:59 p.m. Eastern Standard Time (EST) on the designated date. The following weights will be used to determine course grades.

- Syllabus test   3%
- Research paper   27%
- Case studies (2)   30%
- Discussion board forums (3)   15%
- Examination   25%

Syllabus test
Each semester I am asked questions about items that are discussed in great depth on the course syllabus. I often wonder if students read the syllabus. On May 20 you are going to have the opportunity to show me that you have not only read the syllabus but also that you can find information on it. You should see this as an opportunity to earn 3 points with relatively little effort. Think about it: you will get a third of a letter grade simply for reading the syllabus. The test will be on Blackboard. More detail will be provided there.

Research Paper
Details about the research paper are available on the course Blackboard site. It is due June 21st by 12:00 (noon).

Case studies
There are two exercises that you will be asked to do throughout the semester. These assignments will make up your case study grade. Grading criteria for individual assignments will be provided as a part of the assignment and are available on the course Blackboard site.

Discussion board forums (DBF)
You will be graded on the quality of your comments, not the quantity! Hallmarks of good participation include: a) risk taking, presenting an opposing view or a different interpretation of the data, reading, or scenario; b) trying to understand what others are saying and why they are saying it; c) bringing your own relevant work or volunteer experiences into discussions; and d) monitoring your own participation in terms of both amount and quality. Responses such as "I agree with the author" or "This reading was unhelpful" provide little information to evaluate your understanding of the course. For an online course, comments like these are the equivalent of attending class but not participating in the discussion. A better comment would be "I agree with the following points the author (citation) made: (insert points here). These points support (or disagree with) the ideas we discussed yesterday. Specifically, the author asserts that nonprofits are required to fill the gaps left when government services fail or end. This idea reminds me of the 'hollow state' argument made by O'Toole (2000), Frederickson (2002), and others (citations, years)…."

Examination
Your final exam is due on June 24th by 12:00 (noon). More details will be provided on Blackboard.

Class Policies
Plagiarism and other forms of academic dishonesty will not be tolerated.

Late Assignments
Seven (7) points will be deducted for each 24-hour period, or portion thereof, an assignment is late.

Attendance
I will check regularly to see that you logged into the class, used course materials, and participated in discussions on Blackboard. Your level of engagement in this course is ultimately your decision. This is a summer course; we will move quickly. Failure to log into the course for even a day or two is likely to leave you scrambling to catch up on reading materials and assignments. My advice: spend time every day during the session with this course.

Students with Disabilities
If you have any special needs that should be aware of to assist you in your learning process, please make an appointment with me during my office hours or at another time we both agree to. East Carolina University seeks to comply fully with the Americans' with Disabilities Act (ADA). Students requesting accommodations based on a qualifying disability must go to the Department for Disability Support Services located in Slay 138 (252)-737-1016 (Voice/TTY).

Emergency weather and continuity of instruction plan
In the event of a weather emergency, or other emergency necessitating the cancellation of class, information can be accessed through the following sources: ECU emergency notices (www.ecu.edu/alert) or the ECU emergency information hotline at 252-328-0062. I will post a cancellation notice on the course Blackboard page as well.

Academic Integrity
The original thrust of the professional paper comes from your application of your skills and knowledge to your specific policy problem. It is expected that you will draw lessons, examples, and information from comparable policy analyses if feasible. While the use of this information is expected, you are also expected to cite that information and examples appropriately. Failure to do so constitutes plagiarism, which is unacceptable in this course. If you have any questions about what or how to cite something, please ask the instructors. We will follow the East Carolina University (ECU) academic integrity policy as it is described in the *Student Handbook* and ECU *Graduate Catalog*. If the professors discover that any student has cheated, that student will receive an F for the course.

Classroom Civility
East Carolina University is committed to providing each student with a rich, distinctive educational experience. To this end, students who do not follow reasonable standards of behavior in the classroom or other academic setting may be removed from the course under this policy will receive a grade of "drop" according to university policy and are eligible for tuition refund as specified in the current tuition refund policy.

Caveat
This syllabus is an agreement between us regarding expectations and assignments for the course. Occasionally, however, it may be necessary to change this syllabus to meet students' needs. I reserve the right to revise this syllabus. Advance notification will be provided to you.

Topics & Assignments

I. Basic Concepts and Ideas

Introduction, Theory, and History of Nonprofits & Philanthropy
Reading Days: May 18-19, 2014
Lecture posted: May 18, 2014

Readings
- ➢ TEXT: pp. 3 – 62; 81-128
- ➢ Review http://www.speakmanconsulting.com/pdf_files/NonProfitLifeCyclesMatrix.pdf
- ➢ Carnegie, "The Gospel of Wealth" – OPTIONAL READING
- ➢ Burke, "Nonprofit History's New Numbers (And the Need for More)" – OPTIONAL READING
- ➢ Young, "Complementary, Supplementary, or Adversarial? A Theoretical and Historical Examination of Nonprofit-Government Relations in the United States" – OPTIONAL READING

Types of Nonprofits
Reading Days: May 20-21, 2014
Lecture posted: May 20, 2014
Syllabus test on Blackboard

Readings
- ➢ TEXT: pp. 63 - 80
- ➢ IRS Tax Code 501(c)
- ➢ IRS Tax Exempt
- ➢ Review http://www.independentsector.org/laws_regulations_principle_1
- ➢ Hall, "Religion, Philanthropy, Service, and Civic Engagement in Twentieth Century America
- ➢ *Bob Jones University v. United States* – OPTIONAL READING
- ➢ Hone, "Aristotle and Lyndon Baines Johnson: Thirteen Ways of Looking at Blackbirds and Nonprofit Organizations – The American Bar Association's Revised Model Nonprofit Corporation Act" – OPTIONAL READING

II. Governance and Operations

Grantwriting
Reading Days: May 22-23, 2014
Lecture posted: May 23, 2014

Readings
- ➢ Karsh & Fox Chapters 2, 6, 8, 9, and 13 (note: these are short, easy to read chapters)

Discussion I – Governance: May 23rd–31st (initial post by 8 p.m. May 23; replies by 11:59 p.m. May 29)

CASE STUDY #1 DUE MAY 24TH

Leadership & Ethics
>Reading Days: May 27-28, 2014
>Lecture posted: May 27, 2014

>*Readings*
>>➢ TEXT: Chapters 6, 7, and 9
>>➢ Powell, "Understanding Leadership"
>>➢ Kouzes and Posner, "The Practices and Commitments of Exemplary Leadership"
>>➢ Review http://www.independentsector.org/code_ethics_principle_2

Governance and Boards
>Reading Day: May 28, 2014
>Lecture posted: May 29, 2014

>*Readings*
>>➢ Robinson, "Defining the Role of the Board"
>>➢ Robinson, "Why One Size Won't Fit All" OPTIONAL READING
>>➢ Robinson, "A Working Partnership: The Executive Director and the Board"
>>➢ Axelrod, "Board Leadership and Board Development"
>>➢ Review http://www.independentsector.org/board_responsibilities_principle_8

Accountability and Outcomes
>Reading Days: May 29, 2014
>Lecture posted: May 30, 2014

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PAPER OUTLINE DUE MAY 31, 2014

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>*Readings*
>>➢ Hall, Accountability in Faith-Based Organizations and the Future of Charitable Choice" OPTIONAL READING
>>➢ Campbell, "Outcomes Assessment and the Paradox of Nonprofit Accountability"
>>➢ Wandersman, et al, "Getting to Outcomes, A Results Based Approach to Accountability"
>>➢ Review http://www.independentsector.org/sarbanes_oxley

Discussion II–Organizational capacity: June 2nd–7th (initial post by 8 P.M.; replies by 11:59 p.m. on June 7th)

Project Meetings

Meetings will occur June 2nd and June3rd. Schedule a 30-minute meeting with Dr. Paynter to review your research project including a discussion of the organizations you selected to profile for your paper.

At the very least you should have an outline and information sources ready to discuss. The more you have done before our meeting the more I can help you. An outline of your research project is due by May 31st at 11:59 p.m. This outline will count as 5% of your overall course grade. I realize this assignment comes early in the course but you have only four weeks to complete this project. Planning is the key to success! Submit the document as a PDF via email to me at paynters@ecu.edu.

Evaluation & Performance Measurement
> Reading Days: June 3-4, 2014
> Lecture posted: June 4, 2014

> *Readings*
> > ➢ Karsh & Fox: Chapter 12

III. Managing Missions, People, and Resources

Organizational Capacity
> Reading Days: June 5, 2014
> Lecture posted: June 6, 2014

> *Readings*
> > ➢ TEXT: Chapter 10
> > ➢ DeVita, Fleming, and Twombly, "Building Nonprofit Capacity"
> > ➢ Paynter and Berner – "Organizational Capacity of Nonprofit Social Service Agencies"

Strategic Planning
> Reading Days: June 9-10, 2014
> Lecture posted: June 9, 2014
> *Readings*
> > ➢ TEXT: Chapters 11 and 16

Communications, Marketing, & Public Relations
> Reading Days: June 11-13, 2014
> Lecture posted: June 11, 2014

> *Readings*
> > ➢ TEXT: Chapters 12 and 14
> > ➢ Miller: Chapters 1, 2, 5, 13 (note: these are short, easy to read chapters)
> > ➢ Laidler-Kylander & Stenzel: Chapters 2, 3, 5, 8 (note: these are short, easy to read chapters)

CASE STUDY #2 DUE JUNE 14TH

Discussion III –Resources: June 16th - 20th (initial post by 8 p.m. June 16th; replies by 11:59 p.m. June 20th)

Managing Money
> Reading Days: June 16-19, 2014
> Lecture posted: June 16, 2014

> *Fundraising & Lobbying Readings*
> > ➢ TEXT: Chapters 17 and 18
> > ➢ Wolf, "Fund Raising"
> > ➢ Review
> > http://www.independentsector.org/accuracy_truthfulness_fundraising_materials_principle_27
> > http://www.independentsector.org/compliance_with_donors_intent_principle_28
> > http://www.independentsector.org/acknowledgment_tax-deductible_contributions_principle_29

> *Fiscal Accountability & Liability Readings*
> > ➢ TEXT: Chapters 19, 20, and 21

> ➢ Wolf, "Financial Management"
> ➢ Review
>   http://www.independentsector.org/annual_budget_financial_performance_investments_principle_22

Managing People

    Reading Days: June 18-23, 2014
    Lecture posted: June 19, 2014

    Personnel and Diversity Readings
> ➢ TEXT: Chapters 23 and 24
> ➢ Pynes, "Managing a Diverse Workforce"

    Managing Volunteers Readings
> ➢ TEXT: Chapters 13, 22, and 25
> ➢ Clary and Snyder, "Persuasive Communications Strategies for Recruiting Volunteers"

Research papers due June 21st by 12:00 p.m. (noon)

Final exam due June 24th by 12:00 p.m. (noon). Details will be on Blackboard.