

POLI 571: FOUNDATIONS OF CIVIC AND NONPROFIT ADMINISTRATION AND THEORY

FALL, 2021

Thursdays, 6:00 pm – 8:40 pm

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Office Hours: Thursdays, 2pm-5pm

Course Description: Nonprofit organizations are an important part of our social, political and economic life in the United States. Engaged with people at every level of society and walk of life, they bring various and important worth and benefits to the community and its citizens. The nonprofit sector reflects the deeply held values and beliefs of the community on a range of issues, from personal responsibility and human rights, to artistic expression and education. It has been recognized by practitioners and scholars that one of the biggest issues facing the nonprofit sector today is the quality of management and leadership in the sector.

This course is designed to provide future nonprofit managers and leaders with an overview of the nonprofit sector and range of concerns and practices related to nonprofit management. The course will expand students' knowledge about the nonprofit sector as well as their management and analytical tools. This course is built on the assumption that students learn more if they are actively engaged with the course material. Assignments and discussions, as well as spending time in the community through service-learning projects, will allow students to test knowledge, formulate ideas and strategies, respond to management dilemmas, and get immediate feedback from classmates and the instructor.

Course Learning Objectives: The primary course learning objectives are as follows (with emphasis levels in brackets, High or Medium):

- Develop core competencies in public service management and leadership, guided by ethical and accountable practices, and powered by theory-based skill development. [H]
- Understand the role of public administrators in the policy-making continuum, including problem identification, design and assessment of policy alternatives, appropriation and authorization processes, implementation, and the use of evaluative techniques and procedures. [M]
- To identify and solve complex problems, make effective decisions, lead organizations, manage public and nonprofit resources, and effectively communicate outcomes using theoretical support, strong research methodology, and critical thinking skills. [H]
- Synthesize the theoretical underpinnings of public administration with the practical content of ethical and accountable practice in public and community service work through service projects, research, and career applications. [H]
- Communicate and collaborate productively with diverse populations in the workplace and in the larger community. [M]

Course Materials:

Required (available at the Bookstore):

- Eikenberry, A.M., Mirabella, R.M., & Sandberg, B. (2019) *Reframing Nonprofit Organizations: Democracy, Inclusion, and Social Change*. Irvine, CA: Melvin & Leigh Publishers [RNO in the syllabus]
- Besides the text, various readings will be posted on the course's Blackboard site.

Course Requirements

- **Class Participation: 10 points**
 - Students are expected to come into class every week prepared to talk about the readings. Each class, students should be able to discuss what they found interesting in the readings, how it relates to organizations they are familiar with, and any questions they may have about either the readings or organizational theory and behavior in general.
- **Class Presentations: 15 points**
 - Over the course of the semester, each student will present about 1 nonprofit organization. During this presentation, students should:
 - Discuss what the nonprofit does.
 - What is the history of the nonprofit organization?
 - What were you able to find out about the financial structure of the organization? Include information from their 990s and their Audited Financials.
 - What are some ethical issues they may come upon in their work? If you were in their shoes, how would you resolve these issues?
 - Discuss how the reading for this week connects to your nonprofit organization.
 - **THE POWERPOINT PRESENTATION SHOULD BE SUBMITTED TO BLACKBOARD BEFORE CLASS.**
- **Journal: 20 points, 5 points each.**
 - Over the course of the semester, you are expected to submit four journal entries. These journal entries should be focused on the modules you are most interested in. Journal entries should be no longer than 3 pages and first person. In each journal entry, students should:
 - Discuss what was the most interesting part of this module.
 - Why did you choose this module to write about?
 - What ways does this module connect to the work that you do or currently do?
 - Find ONE journal article from a nonprofit or public administration journal (e.g. *Nonprofit and Voluntary Sector Quarterly*, *Nonprofit Management & Leadership*, *Journal of Public and Nonprofit Management*, *Voluntas*, *Journal of Public Administration Research and Theory*, *American Review of Public Administration*, *International Journal of Nonprofit and Public Sector Marketing*,
 - What questions do you still have for the module?

- **Group Consulting Project: 30 points**
 - Over the semester, the class will work together to do a consulting project. The students and professor will discuss the project and distribute the work fairly. The student is expected to do their part.
- **Final Paper: 25 points**
 - Students are to create the basic outline of their own nonprofit. Specifically, the students will:
 - Identify a problem that they feel is important. They will justify this problem with, at minimum, data and information from 3 journal articles (from peer-reviewed journals) and 1 think tank.
 - The student will choose 3 modules from the class and discuss how they would proceed with the nonprofit.

Classroom Policies

- **Academic Honesty:** Plagiarism or cheating of any kind will not be tolerated. I will strictly enforce all University policies regarding academic honesty and student conduct. Please see me with any questions about citations or sources. I will provide you with handouts (posted to the BB) on how to avoid plagiarism. BSU's academic honesty policy can be found here: <http://catalog.bridgew.edu/content.php?catoid=10&navoid=970>.
- **Accommodations:** Any students in need of accommodations for their coursework should contact both Disability Resources and me immediately upon entering the course, so that we can work together to ensure the student's needs are met.
- **Conduct:** To best debate the ideas in the course and learn from the materials and each other, it is crucial that we maintain civility within the classroom. This includes not speaking out of turn; using respectful language; acknowledging differences in both backgrounds and opinions; and listening to each other's unique insights. We as a class will not tolerate any speech or actions that degrade any of our fellow scholars.
- **Technology:** Cell phones, tablets, and laptops can pose a distraction to yourself and others, even when used strictly for note-taking. I ask that you come prepared to take notes by hand. Cell phones should remain in silent mode and stowed away (off the desk) during class. Failure to properly adhere to the technology policy can negatively affect that day's participation grade.
- **Submitting Work:** All work is to be submitted via Blackboard. No papers which are handed in or e-mailed will be accepted.
- **Penalty for Late Work:** I expect all required assignments to be completed by the time they are due. For any written work, the penalty for a late turn-in is 1 point per day. If you experience a health issue that prevents you from submitting work on time or attending class, please make sure to contact me and provide me with documentation. Make-ups for exams and assignments will not be allowed unless there is a documented reason for absence. Please contact me with any problems or issues before your work is affected; it is always easier to make arrangements before a deadline than after one!
- **Discussing Grades:** If you would like your grade changed, please e-mail me a one-page memo discussing why you feel your grade should be changed. When I agree to review a paper, please note that your grade may go either up, down, or stay the same based on a second reading.
- **Contacting Me:** I am excited to get to know each and every one of you during this

semester, so please stop by my office hours with any questions, or just to chat! Feel free to email me with any questions – I will respond by the next business day (M-F) unless a holiday or travel plans cause delays. When emailing, please remember to practice professional communication and include a proper subject, salutation, and message. Additionally, please note that I will only discuss your course performance in office hours to protect your privacy. Regardless of my posted office hours, you may always ask for an appointment at another time, and I will do my very best to find a mutually convenient meeting time.

- **Syllabus as Course Rules:** Your enrollment in the course is your acceptance of the terms laid out in this syllabus; if you have any questions, please do not hesitate to ask. I may alter or adjust assignments or due dates throughout the semester, but only with advance notice to the class.

Course Schedule and Assignments:

Date	Topic/Theme	Reading/Assignments	Presentation
Week 1: Sept 2	Welcome to the class		DR. MEYER
Week 2: Sept 9	Overview of the Nonprofit Sector	RNO 1, 2 “Scope & Structure: The Anatomy of America’s Nonprofit Sector” “An Overview of the Nonprofit and Charitable Sector”	
Week 3: SEPT 16: NO CLASS			
Week 4: Sept 23	History & Theory of the Nonprofit Sector	RNO 3 “Theories of the Nonprofit Sector” “A Historic Overview of Philanthropy, Voluntary Associations, and Nonprofit Organizations in the United States, 1600-2000”	Ariana Smith
Week 5: Sept 30	Boards & Governance	RNO 7 “Top 15 Non-profit Board Governance Mistakes” “Understanding the Behavior of Nonprofit Boards of Directors: A Theory-Based Approach” “New Scrutiny of Museum Boards Takes Aim at World of Wealth and Status”	Kaylee Williams
Week 6: Oct. 7	Accountability & Performance	RNO 4, 11 “The Many Faces of Nonprofit Accountability”	Mike Biffar
Week 7: Oct. 14	Staff & Volunteer Management	RNO 6, 15 “Volunteer Management: The Essential Guide to Engaging (and Keeping) Volunteers”	Hannah Burton
Week 8: Oct 21	Collaboration	RNO 10 “Collaborations, Partnerships, & Mergers”	Kemi Taiwo
Week 9: Oct 28	Advocacy	RNO 9, 16 “Yes, You Can—and Should! Nonprofit	Nate Doyen-Charon

		Advocacy as a Core Competency”	
Week 10: Nov 4	Budgeting & Financial Management	RNO 13 “Planning for Success: Budgeting” “Understanding Financial Statements”	
Week 11: Nov 11: NO CLASS			
Week 12: Nov. 18	Marketing	“Which Image Do you Prefer? A Study of Visual Communication in Six African Countries” “Using Marketing”	Moe Ibrahim
Week 13: Nov 25: NO CLASS			
Week 14: Dec. 2	Final Presentation		GROUP PROJECT PRESENTATION