



Course PA 4355 (4335) Nonprofit Organization
Professor Young-joo Lee, Ph.D.
Term Spring 2010
Meetings Tuesdays and Thursdays, 11:30AM – 12:45pm, WSTC 1.224

Professor's Contact Information

Office Phone (972) 883-6477
Office Location WSTC 1.211
Email Address ylee@utdallas.edu
Office Hours By appointment
Other Information Please submit all assignment to my teaching assistant, Ms. Martinella M. Dryburgh mmd057000@utdallas.edu

General Course Information

Course Description

This is an introductory course on the study of nonprofit organizations. These organizations account for a significant part of national economy not only in the United States, but also in many other countries, and their role is more pervasive than people commonly think. The course will focus on the topics such as the development of the nonprofit sector, its role in national economy compared to the public and the for-profit sectors, and the contemporary issues regarding the sector's functions and identity. Student participation is very much encouraged.

Learning Outcomes

Upon completion of the course, students will have better understanding of the nonprofit sector, including:

- Concepts and roles of the nonprofit sector and its relationship with the government and for-profit sectors
- Leadership and human resources management issues in nonprofit organizations
- Performance measurement and accountability issues in the nonprofit sector, and
- Globalization and the future of the nonprofit sector.

Required Texts & Materials

J. Steven Ott. ed. 2000. *The Nature of the Nonprofit Sector*. Boulder, CO: Westview Press.
Michael J. Worth. 2009. *Nonprofit management: Principles and practices*. Thousand Oaks, California: Sage Publications, Inc.

Other Readings & Materials

All readings that are not included in the textbooks will be provided by instructor (on elearning).

Assignments & Academic Calendar

[Topics, Reading Assignments, Due Dates, Exam Dates]

1/14 & 1/19/2010 – Definition and Scope of the Nonprofit Sector

Nonprofit Management Michael Worth

Chapters 1: "Overview of the nonprofit sector"

The Nature of Nonprofit Sector J. Steven Ott (ed).

Ch. 2: Lester M. Salamon, "The anatomy of America's nonprofit sector."
Ch. 11: Christopher Hoyt, "Tax-exempt organizations."

1/21 & 1/26/2010 – Nonprofits and Society

Nonprofit Management Michael Worth

Chapter 2: "Understanding the nonprofit sector and nonprofit organizations."

The Nature of Nonprofit Sector J. Steven Ott (ed).

Ch. 7: David Horton Smith, "The impact of the voluntary sector on society."

Ch. 23: Paul J. DiMaggio and Helmut K. Anheier, "The sociology of nonprofit organizations and sectors."

1/28 & 2/2/2010 – Leadership in Nonprofits

Nonprofit Management Michael Worth

Chapter 3: "Nonprofit governing boards"

Chapter 4: "Executive leadership."

Understanding Nonprofit Organizations J. Steven Ott (ed)*

Chapter 9: Mary Tschirhart, "Artful leadership."

2/4/2010 – Guest speaker

Mr. John Williams (President, CEO Lee Park & Arlington Hall Conservancy)

2/9 & 2/11/2010 – People in Nonprofits

Nonprofit Management Michael Worth

Chapter 8: "Managing paid staff and volunteers."

The Nature of Nonprofit Sector J. Steven Ott (ed).

Ch. 4: Jeffrey L. Brudney, "Voluntarism."

2/16 & 2/18/2010 – Measuring Performance and accountability in Nonprofits

Nonprofit Management Michael Worth

Chapter 5: "Accountability and performance measurement."

Chapter 7: "Strategic planning and strategic management."

The Jossey-Bass handbook of nonprofit leadership and management, Robert Herman (ed.)*

Ch. 16: "Outcome assessment and program evaluation (by John Clayton Thomas)."

2/23 & 2/25/2010 – International NGOs

Nonprofit Management Michael Worth

Chapter 15: "International perspectives."

Understanding Nonprofit Organizations J. Steven Ott (ed)*

Chapter 36: Brian H. Smith, "Nonprofit organizations in international development: Agents of empowerment or preservers of stability?"

Case study: Where to provide assistance by Asbjorn Osland (available at: <http://www.inom-trc.org/data/PDF/cases/cs-0143.PDF>).*

3/2/2010 – Guest speaker

TBA

3/4 & 3/9/2010 – Collaborations and Partnership

Nonprofit Management Michael Worth

Chapter 13: "Collaboration and mergers."

The Nature of Nonprofit Sector

Ch. 31: Ralph M. Kramer, "Voluntary agencies and the contract culture: Dream or nightmare?"

Ch. 33: James M. Ferris, "The double-edged sword of social service contracting: public accountability versus nonprofit autonomy."

3/11/2010 – TBA

3/16&3/18 – Spring Break

3/23 & 3/25/2010 – Student Presentations

3/30 & 4/1/2010 – Student Presentations

4/6/ & 4/8/2010 – Student Presentations

4/13 & 4/15/2010 –TBA

Term papers are due by 4/15/2010 to teaching assistant.

4/20 & 4/27/2010 – Sector Blurring

The Nature of Nonprofit Sector J. Steven Ott (ed).

Chapter 24: J. Steven Ott, “Perspectives on organizational governance: Some effects on government-nonprofit relations”.

Chapter 30: Dennis R. Young, “The third party government.”

Nonprofit Management Michael Worth

Chapter 11: “Nonprofit enterprises.”

3/30 & 5/1/2010 – Future of the Nonprofit Sector

Nonprofit Management Michael Worth

Chapter 6: “Building capacity and managing change.”

The Nature of Nonprofit Sector J. Steven Ott (ed).

Ch. 35: Patrick J. McCormack, “Nonprofits at the brink: Lean budgets, growing needs, and the fate of nonprofits.”

Ch. 36: Lester M. Salamon, “The current crisis.”

5/4/2010 – Final Exam

Due by noon, 5/6/2010, to my teaching assistant. As it is a take-home exam, you MUST adequately document the sources.

* will be provided by the instructor

Course Policies

Grading (credit) Criteria

Participation and Attendance (20 percent)

Students will be expected to share their knowledge and opinions of lectures, required readings and related materials. Active participation in in-class exercises is expected. Four or more absences will automatically result in reduction of one “letter” grade.

Term Paper/Presentation (40 percent)

Students are required to write a 20-25 paper on the topic that they choose from the issues examined in class. Students will be also presenting their paper in class (15-20 minutes).

Final Exam (40 percent)

The final exam will consist of three essay questions from which students can choose two. The topics of the essays will be from the class materials. Students must cite sources appropriately to avoid plagiarism. Submit your exams to Ms. Martinella M. Dryburgh by the deadline.

Make-up Exams

As a general rule, make-up exams will not be given, except in those cases where a medical emergency is adequately documented (involving yourself or your immediate family) and are solely at the discretion of the instructor.

Late Work

No late submission of assignments will be accepted unless there is a medical emergency.

Technical Support

If you experience any problems with your UTD account you may send an email to: assist@utdallas.edu or call the UTD Computer Helpdesk at 972-883-2911.

Student Conduct and Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD printed publication, *A to Z Guide*, which is provided to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations, Series 50000, Board of Regents, The University of Texas System*, and in Title V, Rules on Student Services and Activities of the university's *Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391) and online at <http://www.utdallas.edu/judicialaffairs/UTDJudicialAffairs-HOPV.html>

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work.

Scholastic Dishonesty, any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.

Copyright Notice

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted materials, including music and software. Copying, displaying, reproducing, or distributing copyrighted works may infringe the copyright owner's rights and such infringement is subject to appropriate disciplinary action as well as criminal penalties provided by federal law. Usage of such material is only appropriate when that usage constitutes "fair use" under the Copyright Act. As a UT Dallas student, you are required to

follow the institution's copyright policy (Policy Memorandum 84-I.3-46). For more information about the fair use exemption, see <http://www.utsystem.edu/ogc/intellectualproperty/copypol2.htm>

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures*.

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

Incomplete Grades

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of **F**.

Disability Services

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m.

The contact information for the Office of Disability Services is:
The University of Texas at Dallas, SU 22
PO Box 830688
Richardson, Texas 75083-0688
(972) 883-2098 (voice or TTY)
disabilityservice@utdallas.edu

If you anticipate issues related to the format or requirements of this course, please meet with the Coordinator of Disability Services. The Coordinator is available to discuss ways to ensure your full participation in the course. If you determine that formal, disability-related accommodations are necessary, it is very important that you be registered with Disability Services to notify them of your eligibility for reasonable accommodations. Disability Services can then plan how best to coordinate your accommodations.

It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

Guidelines for Writing a Research Paper

In your term paper, I will be looking for a project of some substance involving key management issues that were discussed in class. The paper should include (1) a cover page, (2) an introduction of the organization of your choice, (3) description the current status of the organization in terms of the issues discussed in class, (4) an analysis of problems, (5) a suggestion for improvement, (6) conclusion, and (8) a list of references. I expect a consistent use of formatting and style (whatever style you choose).

****These descriptions and timelines are subject to change at the discretion of the instructor.***