

## NONPROFIT ORGANIZATIONS AND MANAGEMENT

PA 3500-001, 3 credit hours  
Spring 2020  
Wednesdays, 5:30 p.m. to 8:10 p.m.  
CPACS 121

**Instructor:** Ming Xie (*She | Her | Hers*)

**Office:** CPACS 116B

**Office Phone:** (402) 554-4028

**Email:** mingxie@unomaha.edu

*NOTE:* I will respond to messages within 24 hours, excluding weekends, holidays, and breaks.

**Office Hours:** Wednesday 10:00am-3:00pm and by appointment

**School of Public Administration**

**Main Office:** CPACS 111

**Department Phone:** (402) 554-2625

### COURSE INFORMATION

#### Description

Welcome to Nonprofit Organizations & Management for the spring 2020 semester. This course is designed for undergraduate students who are interested in gaining a better understanding of nonprofit organizations and nonprofit management. This course aims to provide a critical perspective on nonprofit and voluntary organization management and leadership. Along with the basic knowledge and concepts such as governance, planning, evaluation, volunteer, and financial management, this course encourages students to think and act differently about nonprofit and voluntary organization management as current or future leaders in the field and as engaged and active citizens in society.

#### Rationale

Nonprofit organizations are an important component of American society. Understanding the concepts and functions of nonprofit organizations and nonprofit management provides a unique perspective for understanding society. The content of this course illuminates nonprofit and leadership perspectives that are valuable to students in their university careers and in their professional and personal lives. The course should be especially valuable for students with any interest in nonprofit organizations and management, administrative oversight, and leadership development. There are no prerequisites, or particular knowledge required to take this course, though you are expected to think critically about the material covered. After learning in this course, students should have a holistic view of the nonprofit organizations in society. Also, students should be able to identify and analyze the current issues in practice by applying critical theory to very practical application.

#### Course Objectives

The objectives of this course are to:

- Introduce basic concepts related to nonprofit organizations, their governance, organizational structure, leadership and management, and to understand nonprofit organizations and their environment
- Introduce the historical, cultural, and social context of nonprofit development in the U.S
- Inspire students to think about the role and function of nonprofit organizations in society
- Provide knowledge of related theories that influence nonprofit development and connect these theories with the practice of nonprofit management and governance
- Provide the knowledge that students can apply for their future research and career development
- Explain the nature and challenges of the relationships between nonprofit and public organizations and apply principles of management and organizational behavior to the challenges and opportunities presented by these relationships

### **Social Sciences Student Learning Outcomes**

Successful students shall be able to do the following:

- demonstrate an understanding of the diversity of interactions between human motivations, institutional forces, and/or social behavior;
- use critical thinking and reasoning skills to analyze theories, perspectives, and/or concepts relative to the discipline(s) studied;
- identify multiple methods and modes of inquiry and their appropriate application; and
- communicate ideas and explain concepts and analyses using the language of the discipline(s).

### **REQUIRED TEXTS / SUPPLEMENTAL MATERIALS**

Required Texts:

Anheier, H. K. (2014). *Nonprofit organizations: Theory, management, policy* (2<sup>nd</sup> ed.). Routledge. ISBN: 978-0-41555047-5

Eikenberry, A. M., Mirabella, R.M., and Sandberg, B. (Eds.). (2018). *Reframing nonprofit organizations: Democracy, inclusion, and social change*. Irvine, CA: Melvin & Leigh. ISBN: 978-0-99923596-6

Additional materials will be posted in the Modules folder on Canvas. Students are responsible for reading and knowing the information found in the Modules folder. It is students' obligation to make sure they have identified and obtained the required readings by checking the Course Schedule and the Modules folder for the corresponding week.

**Note:** Students are expected to demonstrate the knowledge gained from the additional reading materials through class participation and assignments.

### **COURSE STRUCTURE/FORMAT**

This course will consist of textbook and other assigned readings, PowerPoint slides and in-class instruction, class discussions, and course assignments, including group assignments. Students will learn and receive points in this course by participating in class regularly, including participating in class activities, and by completing any and all assignments in a timely fashion.

The university learning management system (Canvas) will be used to store and deliver documents and other course materials. Please submit all written assignments to me via Canvas. Emailing my UNO email account from your UNO email account is acceptable if there are issues uploading to Canvas: [mingxie@unomaha.edu](mailto:mingxie@unomaha.edu)

### **Technical Support**

Technical support for common university systems, including Canvas and email, is available from Information Technology Services Technical Support located in 104 Eppley Administration Building. The help desk may also be contacted via email to [unohelpdesk@unomaha.edu](mailto:unohelpdesk@unomaha.edu) or via phone at 402-554-4357.

If you experience difficulty using this course management system, contact the UNO technical support center at 402.554.HELP (4357). It is the responsibility of students to have Internet access, to ensure that the instructor has your current UNO e-mail address, and to check Canvas frequently for messages.

### **Preferred Name & Preferred Gender Pronouns**

Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of race, culture, religion, politics, sexual orientation, gender, gender variance, and nationalities. Class rosters are provided to the instructor with the student's legal name. I will gladly honor your request to address you by an alternate name or gender pronoun. Please advise me of this preference early in the semester so that I may make appropriate changes to my records.

### **Expectations of Students**

1. Students are required to have a working UNO email address, check UNO email regularly, and use the UNO email to communicate with the instructor and classmates
2. Students are expected to read the syllabus carefully and understand the requirements of the course and each assignment. Students should ask questions if they don't understand requirements
3. Students are expected to complete all readings and all assignments on-time
4. Students are expected to notify the instructor in advance when unable to participate or meet a project deadline. The instructor reserves discretion to determine if a student's reason for missing an assignment deadline is valid
5. It is the student's responsibility to communicate if there are any issues/needs that should be addressed
6. Actively engage in a respectful manner in a classroom setting: while you can disagree with others, please be respectful and avoid making comments or disagreements personal and/or questionable in tone/intent

### **Expectations of the Instructor**

1. I will respond to your email within 24 hours if sent Monday through Friday, and within 48 hours if sent on Saturday and Sunday.
2. Assignments will be graded and posted (with comments about any grade deductions) in Canvas within approximately one week, unless otherwise notified

3. For each week, PowerPoint slides will be available on Canvas. The slides and the assigned chapters of the textbooks will be the primary method to discuss the study materials. Also, additional articles and videos will be provided
4. Email is my preferred contact method. Other options are available upon request

## POLICIES AND RESOURCES

### Academic Dishonesty

Academic dishonesty will not be tolerated in this class. University policies for the adjudication of cases will be followed. The University rules regarding academic dishonesty as outlined in the UNO Undergraduate Catalog. To access the catalog go to

<https://catalog.unomaha.edu/undergraduate/>

The undergraduate academic policy can be found using this link

<https://catalog.unomaha.edu/undergraduate/academic-integrity/academic-integrity-policy/>

To view the procedures and sanctions related to the Academic Policy, go to

<https://catalog.unomaha.edu/undergraduate/academic-integrity/academic-integrity-procedures/>

These policies will be strictly enforced. Students unfamiliar with them should review them, in particular, the offense of plagiarism.

### Plagiarism

In this course, you will submit written work in which you make use of information and ideas found in print or online sources. Whenever you use material from another writer, it is important that you quote or paraphrase appropriately and cite the source. Plagiarized work will not be accepted. Consequences for plagiarism are up to the discretion of the instructor; they may range, for example, from rewriting all or part of a paper to a grade of F for the course. Students who plagiarize more than once are subject to disciplinary action, which may include expulsion from the university.

Resources:

Students are **required** to:

- Complete a plagiarism tutorial: [http://lib.usm.edu/plagiarism\\_tutorial/](http://lib.usm.edu/plagiarism_tutorial/)

Students are encouraged to:

- Watch this plagiarism tutorial: <http://legacy.lib.utexas.edu/services/instruction/learningmodules/plagiarism/avoid.html>
- And/or check out this PowerPoint through UNO: <http://vle.credoreference.com/university-of-nebraska-omaha/university-of-nebraska-omaha-plagiarism>
- And reference this link about the ethical use of print and online sources in academic papers via UNO - [http://libguides.unomaha.edu/ld.php?content\\_id=3499825](http://libguides.unomaha.edu/ld.php?content_id=3499825)

### UNO Writing Center

If you are new to academic writing or wish to improve your writing skills, feel free to use the services of the UNO Writing Center while working on your course-related projects. The Writing Center provides free consulting services to any UNO student, faculty or staff

member. The center's trained consultants can help you with your writing assignments, business letters, or other projects. Consultation can be valuable at any state of the writing process, whether you are just starting to gather ideas or finishing a final draft. Make an appointment by visiting the Writing Center website (<http://www.unomaha.edu/writingcenter>) or stop by Arts and Sciences Hall, room 150. Phone: 402-554-2946. Email: [unowritingcenter@unomaha.edu](mailto:unowritingcenter@unomaha.edu).

### **UNO Criss Library**

The UNO Library provides an array of comprehensive resources for research, including access to academic journals, periodical publications, and the university-system card catalog, which may be useful when searching for references for the writing assignments: <http://library.unomaha.edu/>

### **Accessibility Services**

Reasonable accommodations are provided for students who are registered with Accessibility Services Center and make their requests sufficiently in advance. For more information, contact Accessibility Services Center (MBSC 111, Phone: 554-2872, TTY: 554-3799).

### **Emergency Preparedness**

The University of Nebraska at Omaha is prepared for a wide range of emergencies. Students should familiarize themselves with procedures and assistance available at <http://www.unomaha.edu/emergency/index.php>

### **APA Writing Styles**

All paper assignments require the use of outside resources. These resources must be cited correctly in the narrative of your paper and properly cited at the end of the paper in a separate "References" section. Proper American Psychological Association (APA) citations are required for outside sources referenced in Discussion posts as well. Failure to properly cite your papers and posts will result in point deductions.

Below are three sources for APA guidance:

- UNO Criss Library: [http://revelation.unomaha.edu/pdf/citing\\_apa.pdf](http://revelation.unomaha.edu/pdf/citing_apa.pdf)
- Purdue University OWL site: <http://owl.english.purdue.edu/owl/resource/560/01/>
- *Publication Manual of the American Psychological Association*, 6<sup>th</sup> Edition, ISBN: 978-1-4338-0561-5, Publication Date: July 2009. The UNO Bookstore sells them.

### **Missed Deadlines**

All assignments must be turned in by or before the scheduled due date. Any paper assignment not turned in by the scheduled date and time will be deemed late and assessed a 10 percent grade penalty for that day and an additional 10 percent penalty for every additional late day. No papers will be accepted for a grade past four days (96 hours) after the initial due date without written authorization by me.

A deadline extension without penalty will be allowed only in highly unusual, extenuating, and unavoidable circumstances. Extensions are at the discretion of the instructor. If a

student has a medical or family emergency, please contact Counseling and Psychological Services (CAPS), <https://www.unomaha.edu/student-life/wellness/counseling-and-psychological-services/index.php>.

### Response and Revisions

I deeply value the revision process and I am prepared to allow revisions on any graded writing assignments. In order to revise a paper, you must complete the following steps:

- Schedule a time to meet with me: This might take place during my office hours or require you to make an alternative appointment.
- Create a revision plan together: This might include additional conference time with me, going to the Writing Center, submitting multiple drafts, attaching an author's note to the revised paper among other editing resources.
- Assign a revision deadline: Together we can decide a reasonable time frame in which the revised assignment must be completed.

### Incompletes

An incomplete grade will not be normally issued for this course. However, documented circumstances beyond a student's personal control may warrant one (extended illness, major surgery, death in immediate family, etc.). Each instance will be handled based on the circumstances, provided the instructor receives written documentation.

### Syllabus and Course Changes

The course schedule or content is subject to change at the discretion of the instructor. Any changes will be announced and posted with adequate notice and through Canvas.

### COURSE ASSIGNMENTS

I will keep grades up-to-date on Canvas. Please monitor your own grades. To avoid any end-of-semester grade surprises on your part, keep track your scores throughout the semester.

Assignments	Total Points
Class participation (50 points x 8)	400 points
Online discussion	50 points
Plagiarism tutorial	50 points
Case study	200 Points
Research project	200 Points
Learning summary	100 points
<b>Total:</b>	1000 points
<b>Extra credits:</b>	100 points

### Final Grades

Final grades will be determined based on total points accumulated:

Points	Grade	Points	Grade
985-1000	A+	770-799	C+
930-984	A	730-769	C

900-929	A-	700-729	C-
870-899	B+	600-699	D
830-869	B	Below 599	F
800-829	B-		

Students will enjoy maximum educational benefits if all can be assured that fair and standard policies are consistently applied. As consequence grades will usually not be changed once issued. If students have a problem with the way an assignment is evaluated, the problem should be discussed with the instructor immediately.

If you have a question or problem with a grade or exam question, you have two class periods after the assignment is returned to you to seek a resolution. Issues will not be discussed during class time. Your question or appeal must be stated, in writing, citing your position and why you think the mark is incorrect. Turn the appeal in to the teacher or e-mail within the stated time frame.

The total grade in this course will not be rounded up to the nearest percentages. For instance, if a student gets 899 points, this still means B+, not A. This is non-negotiable.

### **Class participation (400 points)**

Knowledge and concepts can be better understood experientially. I value the opportunity for everyone to express their opinions and learn from each other. Therefore, it is important that students actively participate and provide high-quality discussions. You will be asked to answer questions and participate in a number of in-class discussions designed to develop your perspective on nonprofit management. That is, instead of passive absorption of knowledge handed down by the instructor, prepare for active involvement in the topic to be mastered at each class meeting. Expect to learn from your peers and provide learning to them, as well as from and to the instructor. I expect you to prepare for class, and I will call on you to provide an informed opinion. I encourage you to ask questions about and discuss the material, either in class or outside of class time in my office (CPACS 116B).

Participation will be evaluated both on quantity and quality (10-50 points for each chapter. That is, if you prepare and answer well for Eight in-class meetings, you will then earn 8 chapters x 50 points = 400 perfect points☺). This portion of your grade is based on your preparation for class as well as the reasoning and insight you can provide to the readings, lectures, and discussion (details and study guide for each chapter posted on Canvas).

To evaluate the quantity of participation, before each class begins, you will have an opportunity to sign on the “call-on-me” sheet. Signing the call-on-me sheet is informing the instructor that you have read the assigned materials for class and are prepared to discuss the readings and answer any questions that I may ask about the assigned readings. You may be asked to present a summary or concept of a reading. You may also be asked to present your opinion about a reading or case in class.

Even if you do not sign the “call-on-me” sheet, you have the opportunity to participate in our class discussion and this will be considered when assigning your participation grade. However, the most weight for the quantity of participation will be given to those that have signed the “call-on-me” sheet.

### **Case Study Assignment (200 pts.)**

There will be one case study assignment during the semester. You will choose one organization and conduct the analysis by using the concepts and theories we learned from the reading materials and discussions. Before conducting the case study please send me an email ([mingxie@unomaha.edu](mailto:mingxie@unomaha.edu)) to receive my approval regarding the organization you choose. There will be two parts to this assignment:

50 points: In-class presentation

150 points: written portion

The organization's analysis will be 3-5 pages, double space, times new roman, 12 pt. font, adhering to APA citation guidelines and formatting. **It is due by Wednesday, April 8th by 5:30 p.m.**

The goal of this assignment is to have each student apply the knowledge learned in the class to a real life situation. Students should be succinct but provide enough information to analyze the organization's structure, operation, leadership, etc. Additional details and criteria for the case study assignments will be provided later in the semester.

### **Research Project (200 points)**

Students will identify an aspect of nonprofit organizations and management that they find interesting. The project can be analytical or empirical in nature, both requiring a solid understanding of nonprofit organizations and management.

Analytical essays use existing research and supporting evidence to make a persuasive argument about a topic. Empirical essays either use existing data or produce new data to identify similarities or differences between cases. Students can also choose the cases in the textbook to summarize and analyze based on knowledge and critical thinking.

The assignment has three parts:

First, students will complete a one-page description of their topic using the template provided via Canvas (40 points). **It is due by Wednesday, March 18th by 11:59pm.**

Second, students will complete a 3-5 pages detailed research design that outlines their analytical or empirical approach (60 points). **It is due by April 15th by 11:59pm.**

Finally, students will submit a 10-page paper that examines the topic in depth having completed their research (100 points). Specific instructions and rubrics will be distributed through Canvas during the semester. The paper will be 10 pages, double space, times new roman, 12 pt. font, adhering to APA citation guidelines and formatting. **Your final paper is due by Wednesday, May 6th by 11:59 p.m.**

### **Learning Summary (100 pts.)**

At the end of the course, you are expected to reflect on and summarize what you have learned in this course. In your summary, you can: discuss your observations about nonprofit management in



practice; detail any new insights you have from the course readings and assignments; explain how this course has helped you understand the nature of nonprofit management; and discuss how you envision that the things you've learned during this course may contribute to your future career. Your summary should be 2-page minimum, double space, times new roman, 12 pt. font. Your summary should be submitted via Canvas. **It is due by Wednesday, April 29th by 11:59pm.**

### **Evaluation**

Every effort is made to make the grading system and rubrics as transparent and fair as possible. You may contest a grade up to one week after it is returned. If you believe that there has been an error in grading on your assignment or exam, I encourage you to advocate for yourself. To do this, please submit a written description of the error you believe occurred along with the assignment or exam to the instructor for re-grading. Clerical errors and outright mistakes will be corrected; decisions about the amount of partial credit to give for an answer will not be revisited. Please note that your grade could increase, decrease, or remain the same upon reconsideration.

**Class Attendance:** The success of this course and your learning relies on an active engagement in class discussions and activities. To that end, class meetings and discussions are considered part of the curriculum, and your attendance is mandatory, will be taken daily, and recorded. "Excused" absences (documented illness or family emergency, military service) will be noted and factored into the final grade. If you do not attend or participate, the class culture will be affected and we will lose something from your absence. Therefore, you should make all efforts to be present and get prepared for participation. Scores will be deducted for absences – and when you miss 4 classes (excused or unexcused) your final grade will be reduced by one letter grade; miss 6 or more classes (excused or unexcused), you will receive an automatic "F" in the class. Excused absences must be discussed prior to the day in which they occur and will be handled on an individual basis. Note: First Week Attendance Policy: During the first-week of the class, instructor will initiate an administrative withdrawal for nonattendance in the course.

Lastly, punctual attendance is expected at all class sessions. Tardiness, leaving class early, leaving class and returning-arriving late for class, playing with smart phone or leaving during class and returning is unprofessional behavior. Consistent violations will be penalized as follows: 1st offense = -10 from attendance points; each subsequent offense will result in a -20 points subtraction from the attendance grade. **Two violations (such as 1-9 minutes tardiness/leaving class early) will result in an absence for the course. More than 10 minutes tardiness/leaving class early will result in an absence for the course.**

**Missed Class:** You are responsible for all missed work. If you miss class, please seek out additional notes from a fellow classmate first. After getting notes from a classmate, you are then welcome to make an appointment with me to go over specific questions you have about the material you missed.

**COURSE SCHEDULE**

Week	Date	Activities/Tasks	Readings	Topics
<b>1</b>	1/15	In-class meeting: <ul style="list-style-type: none"> <li>• Introductions</li> <li>• Review syllabus</li> <li>• Review course schedule</li> <li>• Complete plagiarism tutorial (50 points) at <a href="http://lib.usm.edu/plagiarism_tutorial/">http://lib.usm.edu/plagiarism_tutorial/</a></li> <li>• Understanding nonprofit organizations from a critical perspective</li> </ul>	n/a	Nonprofit management as a profession and field of study
<b>2</b>	1/22	In-class meeting <ul style="list-style-type: none"> <li>• Discuss assigned readings</li> <li>• Class activity</li> </ul>	Anheier chapter 2; Eikenberry et al. chapters 2 & 3	Overview of the nonprofit sector; Historical overview
<b>3</b>	1/29	In-class meeting <ul style="list-style-type: none"> <li>• Discuss assigned readings</li> <li>• Discuss group project and final paper</li> <li>• Class activity</li> </ul>	Anheier chapter 3, & 4; Skim Anheier chapter 5	Theories and concepts of the nonprofit sector; founding nonprofit organizations
<b>4</b>	2/5	On-line discussions <ul style="list-style-type: none"> <li>• Post discussions of readings on Canvas by 2/5 11:59pm</li> <li>• Respond to three classmates' posts by 2/7 11:59pm</li> </ul>	Eikenberry et al. Chapter 7; Anheier p. 408-420	Governing nonprofits and board development;
<b>5</b>	2/12	In-class meeting <ul style="list-style-type: none"> <li>• Discuss assigned readings</li> <li>• Class activity</li> </ul>	Anheier chapter 14; Eikenberry et al. chapter 8,	Nonprofit leadership
<b>6</b>	2/19	In-class meeting <ul style="list-style-type: none"> <li>• Discuss assigned readings <ul style="list-style-type: none"> <li>➤ The ethical scandal at Goodwill Omaha</li> </ul> </li> <li>• Class activity</li> </ul>	Anheier p. 420-427; Eikenberry et al. Chapters 4 & 5; Ebrahim (2003);	Nonprofit ethics and accountability
<b>7</b>	2/26	In-class meeting <ul style="list-style-type: none"> <li>• Discuss assigned readings</li> <li>• Class activity</li> </ul>	Anheier chapter 12, Eikenberry et al. chapters 6 & 15	Human resource and volunteer Management
<b>8</b>	3/4	In-class meeting <ul style="list-style-type: none"> <li>• Discuss assigned readings</li> <li>• Class activity</li> </ul>	Anheier chapter 11; Eikenberry et al. chapters 11	Performance measurement

9	3/11	In-class meeting <ul style="list-style-type: none"> <li>• Discuss assigned readings</li> <li>• Class activity</li> <li>• Mid-term evaluation</li> </ul>	Anheier chapter 13; Eikenberry et al. chapters 12 & 13	Fundraising; financial management
10	3/18	In-class meeting <ul style="list-style-type: none"> <li>• Discuss assigned readings</li> <li>• Class activity</li> <li>• <b>Research topic due by 11:59p.m.</b></li> </ul>	Anheier chapter 7; Eikenberry chapters 9 & 10	Planning and Change & Collaboration
11	3/25	NO class- Spring Break		
12	4/1	In-class meeting <ul style="list-style-type: none"> <li>• Discuss assigned readings</li> <li>• Class activity</li> <li>• Spend part of class working on case study assignment</li> </ul>	Anheier chapter 10; Eikenberry et al. chapter 14	Social enterprise
13	4/8	In-class meeting: <ul style="list-style-type: none"> <li>• <b>Presentations</b> – Case study</li> <li>• <b>Case study assignment due by 5:30p.m.</b></li> </ul>	n/a	Case study presentations
14	4/15	In-class meeting <ul style="list-style-type: none"> <li>• Discuss assigned readings</li> <li>• Class activity</li> <li>• Discussion research outlines</li> <li>• Review APA citations</li> <li>• <b>Research outline due by 11:59p.m.</b></li> </ul>	Anheier chapters 16 & 18; Eikenberry et al. chapter 16 Resources on APA citations	Advocacy;
15	4/22	In-class meeting <ul style="list-style-type: none"> <li>• Discuss assigned readings</li> <li>• Class activity</li> </ul>	Anheier chapter 17	International and global organizations
16	4/29	In-class meeting <ul style="list-style-type: none"> <li>• Theories, concepts, and implications</li> <li>• Study reflection</li> <li>• Learning summary due 4/29 11:59 p.m.</li> </ul>	n/a	Future of the nonprofit management; learning summary due
17	5/6	No class- Finals week- <b>Final paper due 5/6 by 11:59 p.m.</b>	n/a	n/a