

Division of Communication
Comm 342/542: Nonprofit Organizations
 Spring 2019

Tuesday/Thursday 8am – 9:15am, CAC 237

Instructor: Cade Spaulding, Ph.D.

Office: CAC 323

Office Hours: T/Th 11am – 12pm (noon), and by appointment

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Course Description

This course will explore the nature of nonprofit organizations, including relevant historical, social, political, economic, and communication theories to explain why they exist and how they function, but also the mechanics of nonprofit governance, executive leadership, management practices, and methods for securing necessary funding. In addition to traditional research and in-class discussion, students will gain a practical understanding of nonprofits by volunteering at nonprofits in our community and interviewing experienced professionals.

Course Outcomes

After finishing this course, you should be able to:

1. Explain the differences between the nonprofit, business, and government sectors of society and between different types of nonprofit organizations.
2. Demonstrate an understanding of nonprofit organization structures, governing bodies, leadership, and management practices.
3. Engage with local non-profit leaders and volunteers in our community.

Required Materials

Worth, M. J. (2016). *Nonprofit Management: Principles and Practices* (4th Edition). Thousand Oaks, CA: Sage. ISBN-13: 978-1483375991

Graded Work

Class Citizenship	10%
<i>Preparation, Class Activities, Attendance (equal weight)</i>	
Exams	40%
<i>Exam 1</i>	<i>15%</i>
<i>Exam 2</i>	<i>25%</i>
NPO Projects	50%
<i>Mini-Projects (pass/fail grade)</i>	<i>20%</i>
<i>Final Project (letter grade)</i>	<i>30%</i>

Grade Distributions

letter grade minimum % shown

A = 93	B+ = 87
A- = 90	B = 83
	B- = 80
C+ = 77	D+ = 67
C = 73	D = 63
C- = 70	D- = 60
F = 0	

Explanation of Graded Work

Class Citizenship: Your class citizenship grade will come from three related areas:

- 1) consistently prepared for class (engaged in class discussion, thoughtful questions, knowledge of assigned material, etc.),
- 2) active and involved participation in class activities/assignments, and
- 3) overall attendance

Exams: You will have two exams in this class – a midterm (Ch. 2, 3, 4, 5, 6, and 9) and a final (comprehensive). Exams will cover material assigned from assigned chapter materials, class handouts, guest speakers, and/or class discussion/lecture.

Exams include T/F, Multiple Choice, and possible short answer essays. After taking each exam once, students will be able to see which questions they missed for all T/F and Multiple Choice questions before making their second attempt. Students will receive the highest score after two attempts. The initial score in D2L will not account for grades on short answer essay questions. Short answer essay questions will be graded once the exam closes in D2L. My turn-around time for grading short answer essays is 1-2 weeks.

Exams are open book and open notes, but not open partner/group. Show me what you know not what others know.

Mini Projects: these projects will include volunteering at least 10 hours at 1 or more Stevens Point area non-profits, interviewing non-profit CEO's, board members, and managers on course related topics, etc. Each mini-project will help you connect material we are covering in the class with actual non-profit "work" going on in the community. Mini projects are pass/fail.

Final Project: NPO Problem Paper (20%) and Presentation (10%)

Final Project Research Paper

Self-selected teams of 3-4 students will write a 10 page paper focused on a current problem affecting a single non-profit or multiple non-profits within our community/region. The goal is to uncover the problem, explain it, diagnose possible causes of the problem, and propose justifiable solutions to remedy the problem. Papers should follow Written Work Requirements (below) and will be graded based on the Research Paper Standards (below). Paper grade rubric will be provided later in the semester.

Minimum source requirements include the following (*course textbook, dictionaries, encyclopedias, and other reference materials do not count*):

- 5 interviews with members of the nonprofit organization (*CEO, board members, managers, volunteers, and/or paid workers, etc.*)
- 4 trade journal articles (*online/print periodicals published by professional membership organizations and associations on trends and issues relevant to a particular career, industry, or field*),
- 4 relevant scholarly peer-reviewed journal articles,
- 3 books (*no textbooks – must be credible*)
- 3 highly credible organization websites

Final Project Presentation

Each team will prepare an 8-10 minute presentation of their findings to share with the class. The following areas will be graded:

Delivery Mechanics:

- appearance (*professional for topic/chosen NPO, no sweats, hats, casual dress, etc.*),
- practiced (*smooth delivery, team members know what to say and when to say it, familiarity with power point material, etc.*),
- avoids distracting mannerisms (*hands in pockets, wringing hands, etc.*),
- vocal delivery (*appropriate volume, conversational tone, correct pronunciation of words/names, etc.*),
- appropriate eye contact (*avoid reading from notes, etc.*)

Power Point: well organized content, use of key words to “trigger” ideas rather than too much text, attractive color/theme, appropriate text size, use of graphs and charts to summarize complex data, slides enhance delivery and don’t distract from message, etc.

Content Knowledge & Quality of Conclusions: demonstrated understanding of related course concepts/theories, research/source materials are credible, meet minimum expectations in # and type, sound reasoning used to explain how evidence justifies claims.

Written Work Requirements

All written material in this class (outlines, papers, etc.) should be typed and in final-draft form, conforming to the following formatting guidelines:

1. .PDF file format, Times New Roman, 12 pt. Font, 1" margins, Double-spaced (0 pt. Spacing before and after), pg #'s
2. Free of obvious spelling, grammar, or formatting mistakes
3. Follows APA Style (in-text citations & References page)
 - UW-Stevens Point Library Citation Styles Information ([click here to access webpage >>](#))
 - Purdue Online Writing Lab (O.W.L.) APA Citation Guidelines ([click here to access webpage >>](#))
4. All papers must include a formal title page listing:
 - student(s) name(s), class title, assignment, # of text pages (not including references page and appendices), submission date, and list of team member responsibilities.

Research Paper Standards

Adapted from Writing Research Papers and Literature Reviews by Suzanne McCorkle, Ph.D. (Boise State University) & Melanie J. Reese, Ph.D. (Boise State University/Idaho State Dpt. of Education)

A superior research paper will contain the following organizational and stylistic components:

1. INTRODUCTION
 - Has a clear statement of purpose/thesis
 - Previews the sections of the paper or how the argument is organized within the paper
2. BODY
 - Presents themes distilled from the literature rather than a source-by-source summary of what was read
 - Doesn't over rely on any one source for the majority of information (an excellent paper is a distillation of concepts you draw from many sources.)
 - Definition and documentation of all key terms come from credible professional sources (peer-reviewed journal articles, industry-specific association journals/magazines, NOT general-purpose dictionaries). Define key terms at first usage within the paper rather than in a "glossary" section.
 - Proper documentation of information (APA Style). It is the student's responsibility to understand the rules of documentation for both quotation and summarized materials (see Written Work Requirements above)
 - Only cite sources you have personally read and had the original source in your hands/on your screen. Indirect sources should be cited using the "cited in" convention discussed in APA style manual.
3. CONCLUSION
 - Recognition of limitations in source material, access to credible professionals, research, etc. that should be considered with your final assessment(s)
 - Any meaningful discoveries within literature or research project that might be productive future areas to research
 - Summary statement reinforcing your purpose/thesis that concludes the paper
4. REFERENCES
 - Separate page from the last page of text in your paper
 - Follows APA Style (esp. no bulleted lists)

5. APPENDIX

- Include all interview questions, graphs, charts, and any other non-text material referenced to within the body of the paper or required as part of the assignment.
- Follows APA Style

Course Policies

Attendance

Regular class attendance is expected and roll will be taken randomly throughout the semester. Many of the concepts, laws, policies, and theories related to nonprofit organizations and nonprofit management are challenging and it will be difficult to do well without regular class attendance.

Late Work

I generally don't accept late work. If something is due, and you know you will be absent that day, please turn in your work early to get credit.

Americans with Disabilities Act (ADA) Policy Statement

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.

Academic Integrity

I expect all students to uphold principles of honesty, integrity, and mutual respect. Plagiarism will not be tolerated. This applies to all class work including but not limited to written work, individual/team projects, and exams. Please speak with me personally and/or refer to the UWSP Community Bill of Rights and Responsibilities (particularly Chapter 14: Student Academic Standards and Disciplinary Procedures) if you have any questions about the ethical expectations of your conduct in this class.

Wk	Day	Topic	Due Today
1	01/22	Introduction, Course Overview, etc.	
	01/24	Nonprofit Sector Discussion: Mini Project 1 - Bring a Nonprofit to Class	READ: Worth Ch. 2
2	01/29	Nonprofit Sector, Cont'd	Worth Ch. 2
	01/31	Social Enterprises	TBA
3	02/05	Mini Project 1: Bring a Nonprofit to Class Day	
	02/07	Foundation Theories	READ: Worth Ch. 3
4	02/12	Discussion: Mini Project 2 – Why Nonprofits? <i>In-class Work Day</i>	
	02/14	No Class – Workday (Mini Project 2 – Why Nonprofits?)	
5	02/19	Mini Project 2: Why Nonprofits? Partner Presentations	
	02/21	Governing Boards & Executive Leadership	READ: Worth Ch. 4 & 5
6	02/26	Accountability & Performance Measures	READ: Worth Ch. 6
	03/28	Paid Staff and Volunteering Discussion: Mini Project 3 – Volunteer at an NPO	READ: Worth Ch. 9
7	03/05	No Class – Workday (Mini Project 3: Volunteer at an NPO)	
	03/07	No Class – Workday (Mini Project 3: Volunteer at an NPO)	
8	03/12	No Class – Workday (Mini Project 3: Volunteer at an NPO)	
	03/14	Mini Project 3: Volunteer at an NPO Presentations	
9	03/19	Spring Break – Be Safe! Enjoy!	
	03/21		
10	03/26	Midterm Review	
	03/28	No Class - Take Midterm Online	Opens: 03/28 at 12am, Closes: 03/29 at 11:59pm
11	04/02	Strategic Planning and Management Practices	READ: Worth Ch. 7
	04/04	Overview of Final Project <i>In-class Work Day</i>	Choose Final Project Teams and NPO Create Project Plans
12	04/09	Marketing and Communication	READ: Worth Ch. 10 Due: Team Project Plans
	04/11	No Class – Final Project Workday	
13	04/16	Fund-Raising & Earned Income Strategies	READ: Worth Ch. 13 & 14
	04/18	No Class – Final Project Workday	
14	04/23	Capacity and Collaboration	READ: Worth Ch. 8
	04/25	No Class – Final Project Workday	
15	04/30	TBA	
	05/02	NPO Problem Presentations	
16	05/07	NPO Problem Presentations	
	05/09	Final Exam Review	
17	Final Exam: opens in D2L Monday, May 13 at 12am and closes Friday, May 17 at 11:59pm		

Mini-Project 1: *Bring a Nonprofit to Class*

Description: This assignment will help you learn more about a community, national, or international NPO of your choice. It is pass/fail and you'll be graded on including the required content and overall visual attractiveness of the information you present (visual appeal). Due Feb. 6 in class.

Choose an NPO to Learn About

1. (www.VolunteersRock.org is a great resource of local nonprofits you can use to identify one you'd like to learn more about.)
2. Or you can go to www.GuideStar.org, create a free account and do a search for the NPO, type of work they do, and/or location (state and city).

Research the NPO

Content Areas:

1. NPO logo, explanation of what your NPO does, and what makes them unique.
2. NPO classification according to: NTEE, IRS classification, Salamon's Anatomy, and the Social Enterprise Spectrum.
 - o Identify the classification within NTEE, IRS, Salamon's, and SES.
 - o Explain what makes you think so (identify evidence and explain reasoning).
 - o NTEE and IRS information can be found at the National Center for Charitable Statistics website (NCCS)
3. NPO in the News: 2-3 news articles where NPO involvement/activities are featured in local/national newspapers, online, etc.
4. Answers to the following questions:
 - o When were they organized?
 - o What is the scope of their organization? (local, national, international, etc.)
 - o How many members, employees, volunteers do they have?
 - o Where do they get their revenue?
 - o What benefit do they provide?

Create a Poster Presentation of your NPO

- Must be a physical poster you can display in class.
- Includes required content
- Visually appealing presentation of content

Poster Presentation Resources:

- For presentation poster basics and design tips/best practices, visit (<https://guides.nyu.edu/c.php?g=276826&p=1846154>) where you'll find some excellent tips. Remember, you want to present the information in an easy to understand and enjoyable way.
- Remember what you already know about good oral presentations (color, font style, font size, key words, charts and graphs to represent stats and #'s, etc.) Make it visually appealing for those you'll be sharing this information with.

Mini-Project 2: *Why Nonprofits? Team Presentation*

Description: For this mini-project experience you will explore why the nonprofit sector exists and why nonprofit organization characteristics are so unique and/or so similar to one another. As partners you will research nonprofit sector and organization theories and then share that theory with the rest of the class in a clear, professional, 8-10-minute power point presentation.

Due: Feb. 14th in class.

STEP 1: Choose Your Partner

1. Pair up with another student in the class
2. Get to know each other (if you don't already know them) and share contact information

STEP 2: Choose and Research Theories

3. Choose and Research one (1): Nonprofit Sector Theory that explains why the non-profit sector exists. These theories are grouped under the following categories in Chapter 3:
 - Failure Theories (*choose one*), OR
 - Supply-Side Theories (*choose one*), OR
 - Theory of the Commons
4. Choose and Research one (1): Nonprofit Organization Theory that explains the similarities and differences among nonprofit organizations (*see Salamon's 6 characteristics of NPO's found in Chapter 3 of the textbook*). These theories can be used to better understand (*and predict*) nonprofit organization characteristics:
 - Weber's Theory of Bureaucracy, OR
 - System's Theory, OR
 - Resource Dependency, OR
 - Isomorphism, OR

STEP 2: Choose a Nonprofit that Fits Your Theories

Find a nonprofit or social enterprise (local, national, or global) that exemplifies theories you researched.

Source Requirements

1. Textbook
2. 2 credible scholarly sources other than the textbook for each theory (total of 4 sources per team).
Additional scholarly sources may come from:
 - Academic peer-reviewed journals
 - Credible published books (not textbooks)

Presentation Structure & Content

1. Define and explain each theory you selected.
2. Answer the following questions:
 - How does the non-profit sector theory you selected help us better understand the nature of the nonprofit sector?
 - How does the theory for nonprofit organizations you selected help us better understand the characteristics, functions, structure, and/or behavior of nonprofit organizations?
3. Introduce and describe how the nonprofit you found exemplifies the theories you researched/explained.

Comm 342/542: Nonprofit Organizations
Mini-Project 3: Volunteer at an NPO

Description: For this experience you will volunteer at an NPO of your choice in our community followed by a short class powerpoint presentation reporting on your experience.

Phase 1: Prepare to Volunteer

1. Find a nonprofit to volunteer with in the Stevens Point/Plover area. A good place to go to find volunteer opportunities is www.volunteersrock.org, a volunteering database maintained by United Way of Portage County. Here are some options to fulfill your volunteer effort:
 - a. Be a One-Time Volunteer: Many nonprofits need one-time volunteers to help collect/distribute food, make phone calls, wash dishes, etc. as part of the regular services they provide our community. They're always looking for more help since many hands make light work ☺, here are a few ideas:
 - i. Community Friend @ Opportunity Development Centers, Inc (ODC) – Link: https://www.volunteersrock.org/need/detail/?need_id=232844
 - ii. Friendly Visitor for Rural Areas @ Heartland Hospice – Link: https://www.volunteersrock.org/need/detail/?need_id=30651
 - iii. Barn/Stable Help @ Heartland Equestrian Center – Link: https://www.volunteersrock.org/need/detail/?need_id=314959
 - iv. Place of Peace Kitchen Support for Weekly Community Meal @ Evergreen Community Initiatives – Link: https://www.volunteersrock.org/need/detail/?need_id=214812
 - b. Shadow a Current Volunteer: If there's a lengthy background check (often required before volunteering with kids) or if you want to try out something you might be interested in doing on a regular basis, explain this to the people at your npo and ask if you can shadow a volunteer for a few hours just to see what it's like and/or what they do.
 - c. Become a Regular Volunteer: Start regular volunteer service doing something you believe in (but never had a reason to try out until now). Your first 2 hours will count for this project and help you get your feet "wet" via training, etc. and then you can just keep volunteering for as long as you want. Opportunities abound @ www.volunteersrock.org or just start calling/visiting your favorite nonprofits in the area and ask how you can help!
2. **Before you volunteer, respond to the following questions:**
 - Why are you interested in volunteering with this nonprofit?
 - What kind of work do you expect to be doing when you volunteer?
 - How comfortable are you with this kind of work? Why?

Phase 2: Volunteering

1. Volunteer at least 2 hours of total service with your chosen nonprofit. *(Note: If you cannot fulfill 2 hours of required service at a single nonprofit, you can volunteer at more than one)*
2. Take some pictures of your volunteer experience (if at all possible ☺)
3. **After you volunteer, respond to the following questions:**
 - Who was the first person to greet you when you arrived? How did you feel when you first arrived to volunteer?
 - Did you work with anyone else while you volunteered? What are the names and positions of those you worked with during this volunteer experience (supervisors, other volunteers, paid staff, etc.)?
 - Was this experience what you expected? Explain your response.
 - What did you like most about this volunteer experience? Why?
 - What did you like least about this volunteer experience? Why?
 - Would you do this kind of volunteer work again? Why?/Why not?

Phase 3: Presentation and Q&A (in class March 14th)

Prepare a 5 minute powerpoint presentation with the following structure:

- a. Introduce the NPO you volunteered at?
- b. Respond to Phase 1 and 2 questions.
- c. 1-2 minutes of class Questions and Answers.