Southern Illinois University
Department of Political Science
Master of Public Administration Program

POLS 549: Management of Nonprofit Organizations
Term: Spring 2016 (Online)

Contact Information:

Instructor: James M. Grant, Ph.D.
Phone: 618-559-8681
Office: Faner 3166
Hours: By appointment
Email address: jgrant2211@siu.edu
Mail address: Southern Illinois University, Dept. of Political Science, Mailcode: 4501, 1000 Faner Drive, Carbondale, IL 62901

Course Description:

This course examines the unique characteristics of nonprofit organizations that distinguish them from the public and for-profit sectors. It will explore the historical, legal, and socio-culture and economic contexts in which nonprofits function and the expectations that are attached in these contexts. Time will be devoted to such administrative issues as board development, strategic evaluation and planning, fiscal management, fundraising, human resources issues, working with staff, volunteers and governing boards, satisfying tax codes and service distribution.

Nonprofits and their study in an MPA major are important for reasons as follows:

- Nonprofits, constitute a significant share of the national economy; (employment, income and services delivered are all increasing);
- Persons working in the government sector often seek significant interaction with nonprofit organizations. Nonprofits often receive government contracts for the design and implementation of public service programs;
- Persons seeking a profession in public service often turn to the nonprofit sector for employment;
- Expectations of the nonprofit sector have grown enormously in recent years as a result of governmental budget and policy decisions.
Nonprofits have been expected to step into public policy gaps and take on more responsibility for caring for citizens.

Required Text:


Course Requirements and Grading Policy:

The Nonprofit Manager/Leader soon learns that personal success depends on the leader’s ability to analyze the current situation, frame appropriate questions, find potential solutions, consider the outcomes and engage a team. The course requirements are designed to develop those skills.

Additionally, the course is designed to help further develop the following competencies:

1. Leading and managing nonprofit organizations.
2. Understanding the role of nonprofits in the development of public policy.
3. Being able to analyze, synthesize, think critically, solve problems and make decisions as leaders and/or nonprofit managers.
4. Understand the role of service in American life,
5. Being a better communicator with a diverse and changing workforce.

Design of the Class:

The class is designed in six modules. Each module will be assigned a given time period with all the assignments being due in that time period. Module 1 will begin on January 26, a Monday, and will run through an assigned date which will also be a Monday. The remaining module time periods will run from 12 AM on Tuesday to 11:59 PM the final Monday.

A calendar is included in this syllabus which has all work designed in this manner. A student may begin work on a segment as one may choose, BUT THE DEADLINES ARE EXACT. Be sure to finish the assigned work by the time required or it will not be accepted.

The class is designed in a “hybrid” format. This means that material will be assigned for each module that students will complete outside of the classroom. This material will include recorded lectures, videos and readings,
including the textbook. Students will work through this material in an assigned time frame.

At a point in each Module time frame, the class will meet as a whole via the internet to work with the material that students will listen to or read. These classes will be to develop understanding of the material. In short, students will gather information assigned and then will meet as a group to work toward fuller understanding of that material. A Reflection Guide has been provided for each Module to guide in the preparation of the Module’s information for the class.

The classes for which attendance is required are as follows: Monday, January 25 (Introduction to and details of the class); Monday, February 8 (Module 1); Monday, February 22 (Module 2); Monday, March 21 (Module 3); Monday, April 4 (Module 4); Monday, April 18 (Module 5); Monday, May 2 (Module 6 and Presentation of Final Projects). The exact time will be determined once registration is complete. Students will be notified by email on the first day of class of the exact times.

In preparing for and fully participating in class, students will earn a grade for class participation. This will be 200 points of the final grade.

**Reading and Listening:**

The course is divided into 6 modules. Each module has a reading and maybe a listening assignment as well. On the due date, the student will make a reading/listening report. Each reading/listening assignment will be placed in the report in proper APA style. Then the student will summarize the reading, note particular things learned and any questions, and will put a citation for each item read. In the case of text reading, put the pages read rather than the chapters. Any questions will be answered by the professor via the discussion area in Desire2Learn or in emails to the class.

The six reading/listening reports are worth 25 points each and will together be worth 150 points.

**Module Quizzes:**

The course is divided into 6 modules. Within each module are assigned text and other readings as well as the lectures in the class periods. At the end of each module, each student will take a quiz on the material. The quiz will be released through Desire2Learn and the student will have one week to complete the quiz.
These quizzes will constitute 50 points each for a possible total of 300 points. These will be submitted on the dates in the calendar.

**Exams:**

Mid-term and End Term Exams will be take home with time limit to complete returned via email. The questions will be distributed via Desire2Learn and are to be returned in the time frame in the calendar. These exams together are 200 points.

**Professional Development:**

Each student will attend one seminar, workshop or other professional development event during the semester. Any event offered by the Public Administration department or the Paul Simon Public Policy Institute will count. If you do not live near Carbondale, look for a local event or attend a session of the local city council or county board of supervisors. After attending, the student will write a summary and short critique of the event. This will count 100 points.

**Class Project:**

A major task during the semester is to build a not-for-profit corporation—at least on paper. This project will constitute 500 points.

The student will first develop an organization concept—a nonprofit with a specific mission and serving a specific social need—and then develop a detailed prospectus defining the organization structure and resources. A complete prospectus document is outlined below.

For purposes of this exercise, the corporation chosen to organize must satisfy Illinois state not-for-profit profit corporate status and federal government requirements for 501(c)(3) charitable, tax exempt status (details to be discussed in class).

**Prospectus Format:**

The prospectus must follow the format outlined below, containing all required information.

**Title Page**

**I. Executive Summary**
In 2-3 paragraphs describe the organization proposed, the services it will provide and who it will serve.

II. Justification for State Nonprofit Corporation and Federal Tax Exempt Status

A. Name: Choose an appropriately descriptive name for the organization.

B. Mission Statement:
   1. Write a mission statement that conveys the essential goals and beliefs of the organization.
   2. Write an interpretive paragraph explaining what the Mission statement itself is intended to say and mean to people within and outside the organization. What does it say about the purposes, services and philosophy of the organization? This is not a restatement of the mission but an explanation of what it is to mean to the public, staff and volunteers.

C. Social Purpose:
   1. Describe the reasons for creating this organization, its long-term goals and future tasks the organization plans to conduct. Explain and document the need for this organization and discuss the societal needs and problems it addresses. Use appropriate data. Why is this organization needed? What important societal benefits will it provide?

   In creating this organization it is assumed that students are taking on the role of social entrepreneurs. As such, explain what is believed to be unique about the approach to addressing a social issue. What is new and different about your organization and its programs? The service plan will be more fully developed later on, but here the student needs to give a good sense of the student’s entrepreneurial thinking.

D. State Not-For-Profit Corporation and Federal Tax Exempt Status
   1. Identify from the Illinois Not-for-Profit Corporation law the purpose that qualifies the organization for not-for-profit status.
   2. Complete and include a copy of the Illinois Articles of Incorporation.
   3. Identify one of the eight 501 (c) (3) exempt purposes for which your organization qualifies.
4. Identify from the National Taxonomy of Exempt Entities the code(s) that best describes your organization.

III. Organization Structure
Outline the initial management and volunteer structure.

A. Governing Board:
1. Describe the kinds of people to be recruited to serve on the governing board. Individuals cannot be named at this point, but describe what skills, abilities and other resources being sought board members and explain why. Think in terms of who would best advance the mission. State approximately how many people will serve on the board.
2. Describe the basic governing board structure—officers, committees, meeting schedule and attendance requirements.

B. Staff: Estimate the number of staff and describe the types of positions needed for the startup of the organization. Make expectations realistic and reasonable. Be sure to take into account likely financial resources. Describe the skills, education, experience, etc. required for these positions.

C. Volunteers:
1. Discuss how volunteers might be used by the organization. What will they do? What skills and abilities will they need? Be specific in describing the volunteer positions needed.
2. Discuss three strategies for recruiting volunteers. Relate these strategies to your volunteer skill needs. Why these strategies? How will they help you acquire the volunteer skills needed by the organization? Be sure to include active recruitment strategies, not just passive ones like advertising volunteer positions.

IV. Initial Service and Organizational Plans
Focus on the first two years of the organization. Describe plans for:
1. delivering of services [describe the specific services the organization will provide, giving very specific information on services that will be provided];
2. obtaining community support;
3. securing staff and volunteers.

V. Revenues and Finance

A. Private Grants:
1. Identify private foundations or corporations that might provide grant funding to your organization, and describe the activities they might fund. Identify and describe the potential foundation and/or corporate grant programs that could be sought.

2. On a separate page(s): (a) give the name and address of the grant agencies; (b) list the type of activities they typically fund; and (c) state their preferred method for making initial contact.

B. Government Grants and Contracts: Identify potential government sources of money—local, state, or federal—and discuss the activities government sources are likely to fund. Distinguish between grants and contracts.

C. Self-generated Income:
   Much or most of initial and perhaps long-term revenues may come from self-generated income. In anticipation of this situation, do the following:

   1. More nonprofits are having to adopt the attitudes and methods of social enterprise. They must generate more revenue from market-like activities. Suggest some ways in which your organization may obtain income through enterprise kinds of activities (e.g., sales, fees for services, etc.).
   2. Describe three potential techniques for raising donations and other revenues for the organization.
   3. Describe any other self-generated income sources—investments, endowments, etc.

VI. Conclusion
   Make a final appeal for establishing the organization, its value to society, and its necessity.

Additional Instructions:
1. The prospectus should contain a title page and is to be double-spaced, use 12 point font, and include one-inch margins. Number the pages and include references and citations where appropriate, using the APA style. Do careful editing.
2. Late submissions will not be accepted.

Organization Concept and Work Statement: By 11:59PM on February 15, each student will turn in a brief description (1-2 paragraphs) of the organization the student wants to create, explaining its purpose and giving it a tentative name.
Course & Instructor Policies

Basic Guide to Class Interaction
1. No one, not even the professor, has a monopoly on understanding the topic at hand.
2. This means that we need to listen to one another and appreciate the contribution of each to our growing understanding of the topic.
3. We must assume that each of us operates from a position of integrity. We respect that however unusual an opinion may be.
4. All of us have biases and should be able to be open about those biases as simple differences in the way we view a topic.
5. We accept one another’s differences while understanding that the differences are important and should not be ignored or treated as if they did not matter.
6. We may end the course still disagreeing about particular points of view, but that should not ever get in the way of developing an appropriate working relationship.
7. If there are issues that get in the way of developing an appropriate working relationship, these should be dealt with open, honestly and appropriately.

Class Attendance & Expectations

POLS 549 is a graduate course. Students are expected to complete reading assignments before class time, deliver Master’s level work, be prepared to discuss readings substantially, arrive punctually, and attend class every session. There will be no time allowed for in-class reading. Class discussions and participation are an important component of the course because they improve your ability to apply and understand the material, rather than simply memorize it. As such, class time will be divided between lectures, discussing alternative perspectives to develop understandings of the course material, interactive exercises, and student interaction.

Make-up Assignments

No make-up assignments will be allowed. All assignments are included in this syllabus and it is expected that you will plan so that you care for any contingencies. The rule applies whether you miss delivering your work for personal reasons, academic reasons or sanctioned school events. Any missing work will result in a score of 0 points for the assignment. Learn not to wait until the last minute.

Late Work
Extensions for assignments are not permitted.
Academic Integrity

The instructor expects from students a high level of responsibility and academic honesty. Scholastic dishonesty includes, but is not limited to, the submission as one’s own work of material that is not one’s own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings. 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.

Email Use and Other Electronic Communication

Recognizing the value and efficiency of communication between faculty/staff and students, communications will be established through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. All official student email correspondence will be sent only to a student’s SIU email address or by the student to the professor’s SIU email address. This allows the instructor and the students to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. SIU furnishes each student with a free email account.

Electronic communication through email and Blackboard will be a part of this class. Announcements about the use of Blackboard will be made as needed. Syllabus and PowerPoint presentations will be posted on Blackboard after the class in which it is presented.

Should an emergency arise announcements will be sent by email and posted on Desire2Learn.

Withdrawal from Class—see attachment
Incomplete Grade Policy—see attachment
Disability Services—see attachment
Emergency Procedures—see attachment

Assignments and Course Calendar

Module 1: Introduction to Nonprofit Sector—January 19-February 8:

For assignments see Module 1 Reading/Listening Guide.
Class, January 25: Introduction to POLS 549
For assignments see Module 1 Reading and Listening.

Module 1 Reading/Listening Report due by 11:59 PM February 7.

Class, February 8: Interactive Class dealing with lecture, reading and listening material for Module 1.

Organizational Statement for Class Project is due by 11:59 PM on February 15.

Module 1 Quiz will be posted on February 8 and will be due by 11:59 PM on February 15.

Module 2: Contexts of Nonprofit Organizations—February 9-February 22:

For assignments see Module 2 Reading/Listening Guide

Module 2 Reading/Listening Report due by 11:59 PM on February 21.

Class, February 22: Interactive Class dealing with lecture, reading and listening material for Module 2.

Module 2 Quiz will be posted on February 22 and will be due by 11:59 PM on February 29.

Module 3: Governance of Nonprofits and Mid-Term—February 23-March 21:

For assignments see Module 3 Reading/Listening Guide.

Class, March 21: Interactive Class dealing with lecture, reading and listening material for Module 3. Email due by 9 AM.

Module 3 Reading/Listening Report due by 11:59 PM on March 28.

Module 3 Quiz will be posted on March 21 and will be due by 11:59 PM on March 28.

Mid-Term Exam will be posted on March 21 and will be
due by 11:59 PM on March 28.

**Module 4: Management and Operations of Nonprofit Organizations—March 22-April 4:**

For assignments see Module 4 Reading/Listening Guide

Module 4 Reading/Listening Report due by 11:59 PM on April 3.

Class, April 4: Interactive Class dealing with lecture, reading and listening material for Module 4.

Module 4 Quiz will be posted on April 4 and will be due by 11:59 PM on April 11.

**Module 5: Development and Management of Financial Resources—April 5 18:**

For assignments see Module 5 Reading/Listening Guide

Module 5 Reading/Listening Report due by 11:59 PM on April 17.

Class, April 18: Interactive Class dealing with lecture, reading and listening material for Module 5.

Module 5 Quiz will be posted on April 18 and will be due by 11:59 PM on April 25.

**Module 6: Human Resources Issues—April 19-May 2:**

For assignments see Module 6 Reading/Listening Guide

**Final Draft of Class Project due by 11:59 on April 25.**

Module 6 Reading/Listening Report will be due by 11:59 PM on May 1.

Class, May 2—Interactive Class in which students will present class projects. Also, will deal with the lecture, reading, and listening material for Module 6.

Module 6 Quiz will be posted on May 2 and will be due by 11:59 PM on May 9.
End of Term May 9:

End of Term Exam will be posted on May 2 and will be due by 11:59 PM on May 9.